

DEPARTMENT OF THE ARMY
U.S. Army Engineer District, Rock Island
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CENCR-RM Rock Island, Illinois 61204-2004

Memorandum
No. 10-1-3

1 February 1996

Organization and Functions
MISSION AND FUNCTIONS STATEMENT

1. Purpose. This memorandum sets forth the mission and approved organizational structure and functions of the Corps of Engineers, North Central, Rock Island (CENCR), U.S. Army Corps of Engineers (USACE).
2. Applicability. This memorandum applies to all elements of CENCR.
3. References.
 - a. AR 5-1
 - b. DA Pam 5-1-4
 - c. AR 37-101
 - d. AR 570-4
 - e. ER 10-1-1
 - f. ER 10-1-2
 - g. ER 10-1-3
 - h. ER 10-1-5
 - i. ER 10-1-40
 - j. ER 10-1-41
 - k. NCD Suppl 1 to ER 10-1-3
4. Mission. North Central, Rock Island is an operating component of the Corps of Engineers North Central Division and is responsible for administering Federal water resource development programs in large portions of Iowa and Illinois and smaller portions of Wisconsin, Missouri, and Minnesota. The District covers 78,318 square miles and essentially includes a drainage basin for 314 miles of the Mississippi River from Guttenburg, Iowa, downstream to Saverton, Missouri, and 268 miles of the Illinois Waterway from Lake Street on the Chicago Sanitary Ship Canal and 130th Street on the Cal-Sag Channel to Mile 80 on the Illinois River and tributaries thereto within the boundaries of the Rock Island District.

This memorandum supersedes CENCR Memorandum 10-1-3, dated 1 February 1993.

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a. The following broad missions are assigned for performance and accomplishment within the established geographical limits of the District:

(1) Plan, design, and construct all river and harbor and flood control projects authorized by Congress.

(2) Operate and maintain all river and harbor and flood control facilities and installations to include recreation at three reservoirs and on the Mississippi and Illinois Rivers.

(3) Administer the laws for the environmental protection and preservation concerning navigable waters including its ecosystem.

(4) Perform as lead District for regulatory matters in Iowa and Illinois.

(5) Provide mobilization planning to include the coordination of military construction projects of assigned installations as well as required civil works maintenance and construction.

(6) Provide emergency response resources required to mitigate the effects of flooding, tornadoes, drought, or other natural phenomenon adversely affecting the general public (Public Laws 84-99 and 93-288).

(7) Perform other functions assigned by law.

b. Special Missions. For all Corps of Engineers installations:

(1) Procure special formulation paints.

(2) Stock, store, and issue standard survey discs.

5. Functions. Organization chart, District boundaries, and functional statements for organizational elements within CENCR are attached as Appendices A through T.

FOR THE COMMANDER:

//s//
LARRY E. JONES
Executive Assistant

22 Appendices

- A - Organization Chart and District Boundaries
- B - Executive Office
- C - Special Assistants
- D - Boards and Committees
- E - Resource Management Office
- F - Public Affairs Office
- G - Safety and Occupational Health Office
- H - Office of Counsel
- I - Human Resources Office

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J - Logistics Management Office
K - Emergency Management Division
L - Programs and Project Management Division
M - Contracting Division
N - Engineering Division
O - Construction Division
P - Operations Division
Q - Real Estate Division
R - Planning Division
S - Information Management Office
T - Internal Review Office

DISTRIBUTION:

C+

DISTRICT BOUNDARIES

1. Civil Works. The Rock Island District comprises large parts of the States of Iowa and Illinois and small parts of Wisconsin, Missouri, and Minnesota. Physical boundaries are depicted on the map of the District appearing on page A-4.

2. Regulatory Functions. The Rock Island District is the lead District for regulatory functions for Iowa and Illinois. Physical boundaries for the regulatory functions' area of responsibility are depicted on the map appearing on page A-5.

3. Support to Omaha and Louisville Engineer Districts. Omaha and Louisville Engineer Districts, respectively, have the primary mission of Military Construction in Iowa and Illinois. The Rock Island District will provide support District response for Military Construction programs when they are assigned by either the Omaha or Louisville Districts, and/or higher authority or as a District response to items peculiar to this area and to District expertise.

APPENDIX B

EXECUTIVE OFFICE

1. Commander and District Engineer (CENCR-DE).

a. Is directly responsible to the Division Commander, Corps of Engineers, North Central Division (CENCD), for accomplishment of all assigned missions.

b. Command, direct, administer, supervise, and manage the mission activities of the District to include operation of subordinate field offices.

c. Act for the Secretary of the Army in regulating the use of navigable waters of the United States within the Rock Island District.

d. Represent and act as principal spokesman for the district in contacts with Federal, state, and local governmental officials; and with citizens and citizen groups.

2. Deputy Commander and Deputy District Engineer (CENCR-DD).

a. Act for the commander as directed and serve as acting commander during the OCONUS or official leave absence of the commander.

b. Exercise both staff and directive responsibility and function as a full line of authority deputy for the commander.

(1) In staff capacity, provide coordination and management of the district office staff and subordinate field offices and coordination with agencies and individuals outside the district office.

(2) In directive capacity, provide direction and supervision of district elements in implementing established policy.

c. Act as principal military assistant and advisor to the commander.

3. Deputy District Engineer for Project Management (CENCR-DP).

a. Act for the commander as directed.

b. Exercise both staff and directive responsibility and function as a full line of authority deputy for the commander.

(1) In staff capacity, provide coordination with the district office staff, subordinate field offices and with agencies and individuals outside the district. Provide staff leadership in establishing management processes to effectively schedule, budget, monitor, resolve or elevate issues and anticipate problems impacting the accomplishment of assigned projects.

(2) In directive capacity, provide direction and supervision of district elements by providing policy and leadership of the Project Management System. Manage the project managers who develop schedules and budgets, and monitor the planning, design, and construction of projects in coordination with appropriate functional chiefs. In addition, serves as chief of Programs and Project Management Division.

4. Executive Assistant (CENCR-XA).

a. Assist the commander in the formulation and executive level direction of the district.

b. Provide general staff assistance to the commander in the task of directing and managing the activities of the district.

c. Formulate, recommend and provide staff direction on general policies, procedures and regulations.

d. Conduct or monitor special project assignments as may be assigned by the commander.

e. Review important or sensitive incoming and outgoing communications to ensure effective coordination of action assignments and adequacy of action taken or recommended.

f. Advise and consult with the commander, deputy commander and deputy district engineer for Project Management.

g. Serve and represent the commander and/or deputy on special committees, ranging from local in-house to interagency and region-wide governmental agencies and non-governmental associations.

h. Consult with and advise district, division, and separate office chiefs on matters requiring congressional, intergovernmental and interagency coordination. Arrange conferences, briefings, and meetings, and assist or represent the commander or deputy in matters involving members of congress, VIP's from other U.S. governmental agencies, personnel from HQUSACE, CENCD, governors and other elected officials from the state level down to the local level.

APPENDIX C

SPECIAL ASSISTANTS

1. Equal Employment Opportunity Officer (CENCR-EE).

a. Plan, administer and coordinate comprehensive Equal Employment Opportunity (EEO) and Affirmative Employment (AE) programs for the district.

b. Serve as special assistant to the commander and advisor to the district staff on all matters relating to the district's EEO and AE Programs.

c. Supervise Equal Employment Special Emphasis Programs in the district, including the Federal Women's Program (FWP), the Hispanic Employment Program (HEP), Black Employment Program (BEP) and the EEO Counseling Program. Included in the supervision of the above programs is the supervision of the collateral duty personnel serving in the capacity of the FWP Manager, HEP Manager (HEPM), BEP Manager, and seven EEO Counselors, and the Special Emphasis Program Committee (SEPC).

d. Maintain liaison and coordination with groups and managers with regard to EEO programs within the district.

e. Manage the total EEO Program, including the complaints processing system, in order to ensure compliance with regulatory requirements.

f. Direct and manage EEO training to keep management and the work force informed of current policies and initiatives.

g. Develop policy and guidance to assure that proper resources are provided in order to accomplish the mission of the EEO Office.

h. Serve on all district boards and committees which have impact on the status, condition or privilege of employment of district personnel.

i. Manage the district EEO Civilian Career Program.

2. Value Engineering Officer (CENCR-VE).

a. Serve as a special assistant reporting directly to the commander with responsibility for providing direction and guidance to the district Value Engineering (VE) Program.

b. Organize, direct, and conduct in-house VE studies.

c. Investigate and determine the suitability of VE studies proposed by other organizational elements. Inform organizational elements of policies and procedures developed for the program and of established goals for monetary savings.

d. Maintain a training program to assure that all applicable personnel are familiar with the principles and applications of VE.

e. Promote contractor participation in VE.

f. Receive all Value Engineering Change Proposals (VECP) and ensure expeditious processing. Coordinate the evaluation of VECP with appropriate technical and operational elements involved.

g. Report to higher authority the quarterly results of the district VE program, including progress made in attaining assigned savings goals; contractor participation through VECPs; in-house studies; and training.

h. Disseminate VE information regarding new materials and construction methods which can reduce costs.

3. Deputy for Small and Disadvantaged Business Utilization (SADBU).

a. The Deputy for Small and Disadvantaged Business Utilization for CENCR and CENCDC contracting operations, is appointed by division commander on a part-time basis IAW AFARS 19.201(d) and is the chief of the Contracting Division with a part-time Small and Disadvantaged Business Utilization (SADBU) Specialist. The SADBU reports through the Chief of Contracting to the District Commander.

b. The duties of the SADBU specialist are listed in applicable regulations and memorandums. These duties include but are not limited to the following:

(1) Serve as consultant and staff advisor to the district on all matters concerning small business policies, procedures and practices.

(2) Coordinate with the Small Business Administration (SBA) and the SBA Procurement Center Representative (PCR) to plan, implement, and maintain a program designed to locate capable small business sources and assure that those concerns receive adequate consideration for current and future procurements, including the initiation of set asides, in accordance with applicable regulations.

(3) Serve as a member of the North Central Small Business Council.

(4) Serve as district representative at small business seminars and meetings within and outside the district; participate in congressional sponsored procurement conferences.

(5) Assist the SBA in scheduled reviews at the contractor's facility for the purpose of evaluating the extent of compliance with mandatory program requirements. Monitor prime contractor compliance with requirements of the Army's Subcontracting Program.

(6) Locate small, small disadvantaged and women-owned business sources.

(7) Initiate small business set-asides and 8(a) offerings when appropriate.

(8) Ensure that small, small disadvantaged and women-owned business firms are not precluded from competing because of restrictive drawings or specifications unless there are sufficient and valid reasons for such restrictions.

(9) Review acquisition programs to identify items suitable for purchase from small, small disadvantaged and women-owned business firms.

(10) Ensure that buyers making simplified acquisitions are taking action to locate small, small disadvantaged and women-owned sources for new items and for items currently purchased from large business. Monitor to ensure that each acquisition of supplies and services which has an anticipated value under the simplified acquisition threshold and, which is subject to simplified acquisition procedures is solicited as a small business-simplified acquisition set-aside or adequately justified as a non-set-aside. If the SADBUs specialist cannot reach an agreement with the Contracting Officer (CO), he/she should appeal to a level above the CO.

(11) Ensure that awards to small, small disadvantaged and women-owned business firms are properly reported. Notify acquisition personnel of revised size standards and changes to procedures as they occur.

(12) Assist small, small disadvantaged and women-owned business firms in understanding requirements for responsiveness and responsibility.

(13) Actively participate in DoD sponsored area small business councils and government-industry conferences to locate and assist small, small disadvantaged and women-owned business firms; these include Business Opportunity /Federal Acquisition Conferences and Minority Business Opportunity Committee meetings.

(14) Advise small, small disadvantaged and women-owned business firms about Electronic Data Interchange (EDI) and the registration process. Instruct them how to get on the bidders mailing list for future acquisitions and how to subscribe to the Commerce Business Daily (CBD) as a source of information.

(15) Ensure that all applicable acquisitions over the simplified acquisition threshold are clearly synopsisized in the CBD.

(16) Provide copies of solicitations to the SBA when so requested.

(17) Participate in contracting officer determinations of responsibility/non-responsibility on small business firms and other small business matters.

(18) Assist small, small disadvantaged and women-owned business firms in subcontracting opportunities and provide large business firms with information concerning the availability of qualified small, small disadvantaged and women-owned business firms.

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(19) Conduct training/education sessions for all personnel involved in the acquisition process on the importance of small, small disadvantaged and women-owned business goals and their involvement in these programs.

(20) Publicize the program to the maximum extent and seek the involvement of appropriate commanders, division chiefs, counsel, project and program managers and administrators, including area and resident engineers, to provide program emphasis.

(21) Disseminate assigned goals to all personnel involved, and ensure continued awareness of meeting goals.

(22) Brief the commander at the quarterly Command Management Reviews concerning the status of the small, small disadvantaged, and women-owned business programs in relation to goals and objectives established by higher headquarters.

(23) Participate on behalf of the CO in reviewing and commenting on the adequacy of all subcontract plans submitted in accordance with Public Law 95-507, as implemented in FAR SUBPART 19.7.

4. Security and Law Enforcement Officer (CENCRR-PM).

Added duty to Chief, Emergency Management Division. Functional responsibilities are established in the AR 190-XX series, AR 380-XX series and supporting AR's, ER's, Field Manuals, Circulars and Memorandums.

These documents implement Federal Laws and Regulations pertinent to the protection of Federal assets and personnel. In addition, the safeguarding of classified information must be considered a major responsibility.

a. Preservation of Law and Order.

(1) Advises the commander and staff concerning the law and order program.

(2) Exercises staff supervision over security and law enforcement activities within the District.

(3) Maintains liaison with local, county, state and federal law enforcement agencies.

(4) Formulates and maintains an effective crime prevention program. AR 190-31 will be used as a guide.

(5) Makes appropriate recommendations based upon analysis of criminal investigations to prevent, uncover, and eliminate acts of fraud, malfeasance, and misfeasance.

(6) Recommends to the commander and staff, procedures to control effectively all pedestrian and vehicular movement at CENCRR projects/activities.

(7) Coordinates security and law enforcement matters pertaining to visits of VIPs and foreign nationals.

(8) Reports serious incidents under the provisions of AR 190-40.

(9) Serves as district point of contact with the U.S. Army Criminal Investigative Division Command and local law enforcement agencies in regard to criminal/civil investigations.

b. Physical Security.

(1) Develops, supervises, and administers the physical security program.

(2) Conducts physical security inspections and surveys of District Facilities.

(3) Evaluates and recommends appropriate physical security measures, from design through operations, to be instituted at USACE projects and facilities.

(4) Coordinates all the district headquarters requirements for locksmith services.

(5) Manage/operate the district headquarters complex security system.

c. Document and Personnel Security Functions.

(1) Performs the functions set forth in AR 380-5, paragraph 1-4e.

(2) Exercises overall staff supervision, coordination, and external liaison responsibilities for the information security program.

(3) Supervises and implements the classified document program.

(4) Coordinates matters pertaining to the release of U.S. Army Corps of Engineers information to foreign nationals.

(5) Monitors operations of top secret control officers.

(6) Perform/monitors the execution of personnel clearance certificates for access to classified information.

(7) Exercises staff supervision and coordination of the industrial security program.

5. Marketing Officer (NCRMO). Serves as a special assistant reporting directly to the Commander with responsibility for providing guidance on the District's marketing strategy.

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- a. Develop individuals and/or teams from throughout the district for specific marketing objectives.
- b. Develops, implements, and coordinates marketing activities associated with current administration policies and programs.
- c. Work with training office to assure that all district personnel are familiar with district missions as they relate to our customers, the taxpayers.
- d. Provide to our partners and customers current information regarding the district involvement in the communities within the district boundaries.
- e. Provide the commander and staff advice and assistance as it pertains to our current and future marketing strategies.
- f. Applies innovative marketing approaches to meet overall district goals.

APPENDIX D

BOARDS, COMMITTEES, AND COUNCILS

1. Alternative Dispute Resolution Committee for CEERP. Meets to consider informal allegations of discrimination and to recommend whether or not to extend an offer to the complainant to participate in the Corps of Engineers Early Resolution Program (CEERP) mediation program.
2. Architect-Engineer Liability Review Board. Determine if all the conditions for pursuing Architect-Engineer (A-E) liability are satisfied and if the expected recovery costs will exceed the administrative cost (ER 715-1-10).
3. Architect-Engineer Pre-Selection Board. Pre-select possible Architect-Engineer contractor for particular types of effort from the available candidates and recommend to the commander.
4. Architect-Engineer Selection Board. Rank Architect-Engineer contractors referred by the A-E Pre-Selection Board and recommend to the commander for selection from the ranked candidates the firm with which to negotiate.
5. CADD/GIS Advisory Task Force. Determine spatial data needs with regard to scale, determine and prioritize kinds of information to develop, specify necessary accuracy, and establish quality assurance/quality control procedures as necessary to most cost effectively manage the development of digital spatial data.
6. CADD/GIS Policy Committee. The Task Force will forward recommendations to this committee who will formulate district policy.
7. Classified Material Board. Process, control and dispose of classified material up to and including SECRET.
8. Committee to Assess Regulating Structures. Provide the professional/technical support necessary to develop a district program of monitoring, rehabilitating and/or constructing wing dams and closing dams for control of navigation channel.
9. Committee on Dam Safety. Establish dam safety management for the district; responsible for assuring that all management and technical safety aspects of dam engineering are adequately considered throughout the development and operation of project.
10. Committee for Gallery of Distinguished Civilian Employees. Review and recommend to the commander additions to the group of the retired or deceased employees who have served the district with distinction (OCE Suppl 1 to AR 672-20).

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11. Contract Review Board. Review business clearance memorandums (BCM's) and contract documents for all contract actions requiring a BCM pursuant to AFARS 1.691-1 and EFARS 1.691-2(g).

12. Executive Steering Committee. Appointees will serve as a formally chartered and permanently established committee responsible for promoting short and long term quality improvements through the development of policy guidance and strategic planning.

13. Facility Planning Board. The Board will advise the commander on priorities, future plans, amendments, long-range strategies and programs and short-range development projects.

14. Historical Committee. Support the civil works activities of the Corps through the appropriate allocation of historical research and documentation. Make the public aware of the significant contributions of the Corps.

15. Incentive Awards Committee. Consider and present to the commander recommendations exceeding the authority of delegated staff members, competitive nominations or difficult, complex, or controversial cases. Evaluate effectiveness of the program and insures coordination with related programs (AR 672-20) and (AR 5-17).

16. Information Resource Management Steering Committee. Expand the utilization of automation to increase efficiency, reduce cost, and produce a better product.

17. Plant Replacement and Improvement Program (PRIP) Committee.

18. Productivity Improvement (Commercial Activities (CA)) Program Monitors and Ranking Committee. Rank in the order of study all functional areas in the CA inventory, including later additions as appropriate. Furnish a plan and time schedule on each functional area when higher authority requests CPAS (CA Proposed Action Summary). Overview and participate in the in-house cost estimate prepared by Study Cost Task Force. Implement conclusions reached, i.e., award a contract of continue in-house performance. Ensure an alternate is present, in their absence, to represent their interests (ER 5-1-3).

19. Program Budget Advisory Committee (PBAC). Develop recommendations for the planning, programming, and utilization of resources to ensure effective and economical accomplishment of the CENCRR mission.

20. Project Review Board (PRB). The PRB will function as a quasi-corporate board where all members participate in terms of the district office as a whole, and are expected to discuss/debate beyond their own specific areas of responsibility.

21. Quality Management Board. Appointees will serve as a formally chartered and permanently established board responsible for promoting short and long term quality improvements through implementation of policy guidance and process improvements.

22. Rock Island District Welfare Association. Operate under the general provisions of AR 215-7, to provide recreation and welfare activities for the military and civilian members of the District, from income basically derived from canteen service and from contracted vending machine service.

23. Safety and Occupational Health Advisory Council/Committee. Review District safety problems and plan and provide guidance to district managers, supervisors, and site operating officials.

24. Special Emphasis Program Committee. Established to support the various EEO programs such as Black Employment Program (BEP), Federal Women's Program (FWP), Hispanic Employment Program (HEP), and the Program for Individuals with Disabilities (PID).

25. Training Committee. Assist in planning, coordinating, implementing, and evaluating a training program and policies consistent with the immediate and future requirements of the district.

26. Upper Mississippi River System - Environmental Management Program (UMRS-EMP) Task Force. Expedite internal and external coordination, assembly, engineering and design, inspection of plans, estimating the bidding, dredging, permitting, and environmental aspects of projects submitted for the UMRS-EMP.

27. Value Engineering Selection and Review Board. Review project plans to identify potential value engineering actions and review Value Engineering Officer proposals for in-house study. Evaluate value engineering proposals and make recommendations.

APPENDIX E

RESOURCE MANAGEMENT OFFICE (CENCR-RM)

1. Resource Management Officer.

a. Receive, review and interpret laws, regulations, and higher headquarters' guidance on financial management and manpower utilization. Establish policy on both functions within the district, assuring the commander of balance, economy and efficiency in the accomplishment of mission objectives. Provide guidance and assistance to all staff elements about financial management and manpower matters.

b. Responsible for providing total Finance and Accounting (F&A) capability. Ensure that manual and/or automated systems are developed, implemented, operated and/or maintained to provide for optimum control, full utilization, and proper disbursement of public funds entrusted to the commander. Responsibility includes meeting all upward reporting requirements.

c. Responsible for establishing, implementing and managing the district's Productivity Improvement Programs, Commercial Activities (CA) and Internal Control Systems.

d. Establish a point-of-contact to coordinate reviews, inspections and staff visits directed by higher authority.

e. Responsible for developing, implementing, operating, and maintaining manual or automated systems for the specific monitoring, control, execution and reporting for any higher headquarters or locally assigned travel target, overtime target, manpower ceilings or other financial management constraint. Make recommendations to the commander on the distribution of initial targets and ceilings and any subsequent redistributions.

f. Responsible for budgetary policy and procedures pertaining to the district's Operating Budget and Plant Replacement and Improvement Program (PRIP) and subsequent execution of both. Provide staff guidance and assistance in development of district's Operating Budget and PRIP budget and 5 year plan.

g. Responsible for stewardship of the district's reimbursable program.

2. Budget Branch.

a. Receive, review, and interpret budgetary regulations and guidance from higher headquarters. Recommend district policy on budgetary matters and approaches to the cost of doing business. Provide budget assistance and guidance to District staff.

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b. Prepare civil obligation and other fiscal schedules for the Civil Automated Budget, and other reports to support HQUSACE submissions to Office of Management and Budget.

c. Coordinate and develop requirements for apportionments. Request, receive, review for adequacy of amounts, and distribute apportionment documents to applicable offices.

d. Develop, monitor, and coordinate revisions to overhead rates as required to meet established parameters. Analyze general and technical indirect rates monthly to assure sufficient funds are being generated to cover overhead expenses. Furnish rates to NCD quarterly.

e. Coordinate requirements and develop the annual budgets for overtime and travel for submission to higher headquarters. Monitor the utilization of travel and overtime. Provide reports to the district staff and recommend required adjustments.

f. Develop the district Operating Budget. Develop guidance for the district staff, coordinate input, review, analyze and consolidate data, and finalize the operating budget and supporting schedules in accordance with HQUSACE regulations. Monitor actual costs versus budget, recommending to the district staff and to the commander any changes to district plans to assure minimal cost of doing business.

g. Responsible for all reimbursable documents issued and/or received by the district. Maintain document register, coordinate the distribution and mailing of documents, and follow-up on orders to determine acceptance or non-acceptance.

h. Serves as manager for the Plant Replacement and Improvement Program (PRIP), responsible for coordinating district requirements, presenting a PRIP package to the PRIP committee for prioritization, developing a five year plan, and tracking and related reporting requirements after approval by OCE.

3. Finance and Accounting Branch.

a. Chief of Branch. Exercise staff supervision over all F&A activities of the branch. Monitor the interpretation and implementation of policy and procedures disseminated for higher authority. Provide technical advice and assistance on finance and accounting matters to all District elements. Implement and administer the Quality Assurance (QA) Program within the branch as directed by HQUSACE. Provide payroll liaison function for all payroll matters between District personnel and Omaha Payroll Offices.

b. Civil Works Section. Exercise control of Civil Works (CW) accounting activities within the district. Interpret and administer accounting requirements, and implement regulations and procedures. Furnish the staff technical advice and assistance. Maintain books of original entry, processing and recording all transactions pertaining to CW. Prepare, review, analyze and submit accounting reports emanating from the district to higher authority.

Prepare and develop required internal management reports. Implement accounting procedures to assure adequacy of funds control for CW accounting. Provide district employees liaison service with the central payroll office. Provide timekeepers training and guidance in timekeeping procedures.

c. Accounts Payable Section. Receive and control documents, such as orders, invoices and receiving/acceptance reports. Prepare vouchers. Examine and audit vouchers and supporting documents for compliance with regulations. Determine payee entitlements. Compute amounts due, discounts deductible or interest penalty payments due. Submit all vouchers to Disbursing Officer for payment by correct date. Maintain accounts payable files. Make stoppages and setoffs against contractors. Compute all Temporary Duty and Permanent Change of Station vouchers in accordance with Joint Federal Travel Regulations.

d. Revolving Fund Section. Exercise control of Revolving Fund (RF) accounting activities within the district. Interpret and administer accounting requirements, and implement regulations and procedures. Furnish staff technical advice and assistance. Maintain books of original entry for all transactions pertaining to RF. Prepare, review, analyze and submit RF accounting reports emanating from the district to higher authority. Develop and prepare required internal management reports. Control RF cash and assure solvency of the fund by diligent execution of all RF functions.

e. Disbursing Section. Perform cash collection and check issue functions for the district as prescribed by laws and regulations. Maintain registers of receipts and disbursements prescribed by accounting manuals. Prepare required reports reflecting results of the operation of the Disbursing Office.

4. Management Analysis Branch.

a. Provide the commander with a comprehensive management analysis capability through application of established and recognized management techniques. Identify and disseminate new and improved techniques of analysis and provide staff assistance and guidance to all organizational elements in the application of these techniques.

b. Perform analysis of district activities to identify areas for improvement; develop and maintain an approved Management Study Program for accomplishment of studies by management analysis staff or other elements.

c. Conduct management studies in accordance with AR 5-4 as directed or requested. Participate in systems studies leading to acquisition or installation of new equipment, processes, and systems.

d. Review proposed deviations from prescribed functional assignments and/or in place organization. Recommends approval or disapproval to the commander based upon analysis of workload, functional alignment, staffing, and related factors. Refer those actions not within the purview of the commander to higher authority.

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e. Coordinate the preparation of the district's master organization charts and mission and functions statements. Maintain and prepare the district's Mission, Organization, and Functions Memorandum (CENCRRM 10-1-3) for publication.

f. Provide advice for and coordinate the district Committee Management Program.

g. Assist the Executive Office and Division/Separate Offices with the coordination, preparation, and revision to the district's Mobilization Table of Distribution and Allowances (MOBTDA). On an "as needed" basis update CENCRR automated MOBTA Program.

h. Implement and administer the district Productivity Improvement Commercial Activities Program.

i. Coordinate, develop and review input to the district Command Management Review (CMR). Provide the commander with analysis of CMR data. Provide ongoing analysis of management data to ensure that the commander has accurate and current information for use as a management tool to evaluate the performance of the command.

j. Recommend administrative procedures for implementation of Corps Command Goals and Objectives, participate in the development of district sub-objectives, and coordinate preparation of periodic progress reports detailing progress and trends against assigned mission, program, and command objectives.

k. Coordinate preparation and review of support agreements within CENCRR and with outside Field Operating Activities. Process support agreements with external agencies and activities.

l. Administer the internal control systems program and conduct periodic reviews to ensure controls are effectively established, in place, and operational. Upon request, review organizational function procedures, define needs, and recommend acceptable internal control systems. Ensure that the internal control program is meeting the prescribed standards through continual review and the development of long-term programs.

m. Interpret policy and regulatory requirements and provide guidance to the commander and district staff.

n. Coordinate Inspector General activities.

o. Administer the Army Ideas for Excellence Suggestion Program/Model Installation Proposal program.

p. Provide staff assistance to the district commander on all aspects of the Manpower Management Program. Is the Manpower Program Manager and provides staff supervision for manpower management functions.

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q. Coordinate and administer the Command Inspection Program.

APPENDIX F

PUBLIC AFFAIRS OFFICE (CENCR-PA)

1. Analyze public information objectives and plans and execute programs for the accomplishment of such objectives. Coordinate Public Affairs Office activities with those of a similar nature performed by Planning Division in support of the planning-oriented Public Involvement Program.
2. Serve as District spokesperson in response to all media and public inquiries. Coordinate with all District staff elements and maintain a record file of all actions associated with media interviews, presentations and media coverage of Corps activities.
3. Disseminate technical information of general interest to the press, other media, and interested agencies, public officials or individuals. Organize press conferences for news media at significant District events. Coordinate preparation of telephone tapes that provide the public information about Corps projects.
4. Responsible for District coordination with local officials in planning ground-breaking and dedication ceremonies for Corps of Engineers projects.
5. Prepare and/or coordinate the preparation of public informational displays, brochures of general interest and other exhibits portraying engineer activities.
6. Prepare speeches for the Executive Office. Coordinate review of public speeches prepared and given by District staff chiefs for continuity and appropriateness. Responsible for promotion and operation of District Speakers Bureau activities.
7. Prepare public affairs plans for all appropriate projects and activities.
8. Serve as point-of-contact and District coordinator for activities in support of various local public-interest committees.
9. Provide coordination and direction in the development of the District Historical Program, to include the efforts of the Historical Committee.
10. Perform staff liaison with Members of Congress, Congressional staffs, and other public officials with regard to District functions (other than those handled by Planning Division Public Involvement Program activities.) Review outgoing Congressional correspondence for consistency of information and policy, and for responsiveness to specific inquiry. Coordinate actions with Planning Division to ensure duplication does not occur and the office of principal responsibility is properly designated. Initiate follow-up Public Affairs Office actions whenever appropriate. Responsible for reporting substantial Congressional contact and arranging the District Engineer's visitation to Congressional members.

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11. Responsible for preparation and distribution of the State of Iowa Water Resources Development book on a two-year cycle.
12. Responsible for preparation and distribution of the District newspaper.
13. Analyze public opinion about the District projects and activities by reviewing media articles about the Corps of Engineers. Prepare fact sheets and information papers related to media coverage of significant District actions for the District Engineer.
14. Responsible for the publicity of District mobilization activities as directed by the Emergency Management Division and the Commander.
15. Prepare and conduct training of remote site managers and supervisors concerning procedures for preparing and responding to the public and news media inquiries.
16. Serve as state point-of-contact for Corps programs under Executive Order 12372.
17. Prepare the District Engineer Command Briefing Programs.
18. Perform duties as the District telephone operator. Responsible for answering and/or transferring incoming calls to the District. Also responsible for ensuring the maintenance and updating of the District's telephone answering system.
19. Prepare and/or review any visual, pictorial or informational brochures, letters, data sheets, canned presentations and/or briefings to be disseminated as public information.
20. Update the directory of elected public officials at the Federal, state, or city/town officials level.
21. Coordinate with Planning Division on any public involvement activities.
22. Serve as point of contact and District Coordinator for annual Combined Federal Campaign (CFC) in cooperation with Rock Island Arsenal Campaign Director.

APPENDIX G

SAFETY & OCCUPATIONAL HEALTH OFFICE (CENCR-SO)

1. Supervise and direct the district Safety Program in accordance with policy and objectives established in Army Regulations, Engineer Regulations, and Occupational Safety and Health Administration (OSHA) regulations. Maintain a log of all site visits and summary of all actions directed and performed to improve safety.
2. Advise the commander of the accident potential in programs and safety requirements for the control of those programs.
3. Evaluate the application of safety policy and criteria in all plans, designs, specifications, operating and maintenance procedures, and training programs.
4. Provide advisory safety service to all district activities in support of accident prevention, including features of design, occupational health, fire prevention and protection, and safety in all end use items or services.
5. Survey all activities for compliance with the policies and objectives of the district Safety Program.
6. Conduct progressive research into accident problems and develop corrective controls to prevent future accidents. Ensure that corrective control recommendations are documented and implemented.
7. Administer Motor Vehicle, Heavy Equipment, and Boat Operator Testing and Licensing Program. Conduct remedial training for personnel involved in accidents.
8. Survey facilities for fire protection, fire fighting and emergency and rescue procedures to establish adequate and efficient utilization thereof.
9. Supervise the accident reporting system; compile, analyze and disseminate accident data, plus necessary corrective action to be taken.
10. Perform studies on special safety subjects (EM 385-1-1).
11. Provide accident prevention and safety engineering guidance and advice to district activities concerning the use of public recreation areas under the control of the Corps of Engineers, particularly with respect to water safety considerations.
12. Accomplish studies and inspections of construction equipment and floating plant to ensure that safe operation and periodic tests are performed.
13. Administer the district OSHA Compliance Program.

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14. Serve as a member of the district Safety and Occupational Health Advisory Council/Committee; responsible for organizing and holding committee meetings.
15. Provide guidance to the Human Resources Office, managers and supervisors about the Occupational Health and Medical Surveillance Program.
16. Serve as the district Radiation Protection Officer.
17. Accomplish tasks stipulated in the district and division Mobilization plans.

APPENDIX H

OFFICE OF COUNSEL (CENCR-OC)

1. The District Counsel will exercise technical and administrative supervision of the Office of Counsel.
2. The Office of Counsel will:
 - a. Render advice and assistance to the Commander and all staff components on all legal matters.
 - b. Render staff advice, supervision and assistance in the negotiation and preparation of contracts and drafts of all nonstandard form contracts, including nonstandard clauses to standard form contracts and modifications and other contractual instruments or preliminary contract papers, and review such actions for legal sufficiency.
 - c. Review, investigate, recommend and act, as appropriate, on all contractual and noncontractual claims and appeals, including the presentation of cases before the boards of contract appeals, Merit Systems Protection Board, Equal Employment Opportunity Commission, and Federal Labor Relations Authority.
 - d. Review, investigate, recommend and act, as appropriate, on all litigation before the Federal courts concerning district activities.
 - e. Review, investigate, recommend and act, as appropriate, on legal aspects of regulatory functions of the district, including permits for work in navigable waters and permits for disposal of dredged or fill material in waters of the United States.
 - f. As district labor advisor, represent the Contracting Officer on all contract labor matters. In coordination with other district elements, secure compliance with contract labor laws and regulations. Promote good working relationship between the Corps of Engineers, organized labor and contractors. Process requests for wage determinations, and implement or recommend policies or procedures in relation to contract labor matters.
 - g. Provide legal advice and assistance on all matters relating to ethics and conflicts of interest and the interpretation of laws, rules and regulations governing standards of conduct.
 - h. Provide legal advice and administration of the Freedom of Information Act and Privacy Act.

APPENDIX I

HUMAN RESOURCES OFFICE (CENCR-HR)

1. Office of the Chief.

a. Plan, program, direct, and evaluate effectiveness of the district Human Resources Program.

b. Advise the commander, staff, and operating officials on human resources management and related issues in accordance with Department of the Army and USACE policy and guidance.

c. Serve as principal point of contact for labor-management relations matters.

d. Administer the district Position Management and Classification Program and provide advice and support to the Position Management Officer, who is the Commander, or Deputy, if the authority is so delegated.

e. Coordinate human resource management activities with the Manpower Management Program administered by the Resource Management Office.

f. Administer the Incentive Awards Program.

g. Coordinate and analyze automation of information management systems within the Human Resources Office, in addition to Human Resources Office input to overall NCR Automation Plan.

2. Position Management and Classification Branch.

a. Advise management, in coordination with appropriate staff elements, on the establishment and maintenance of a sound and efficient position structure. Analyze position structure trends, causes and costs, and provide position design and classification advice and assistance to managers and supervisors.

b. Classify and evaluate all civilian positions. Assure position classification accuracy and consistency with established guidelines and provide advice and assistance to employees, managers, and supervisors concerning classification complaints and appeals.

c. Provide support for Upward Mobility, other special employment programs, and merit placement programs through establishment of effective job structures.

d. Participate in locality wage survey planning and implementation in support of appropriate "lead agencies" responsible for primary survey activities in each of the several wage areas covering the Rock Island District.

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e. Conduct position management studies in accordance with survey, special study, or other position management advisory activities. Review individual action request for conformance with ERs and other special emphasis guidelines such as average grade, technician/technical support to professional ratio, supervisory ratio, etc.

f. Coordinate activities with the Position Management Officer as appropriate.

g. Evaluate the Position Management and Classification Program to determine effectiveness in response to management needs, existence of problems, adherence to mission accomplishment and regulatory requirements, and to identify courses of remedial actions, supervisor understanding and skill in position management.

3. Human Resource Development Branch.

a. Develop, coordinate, and administer an Automated Training and Development Program which is responsive to immediate, intermediate, and long-range needs and goals of the CENCRR, CENCDD, HQUSACE, and Department of the Army.

b. Provide technical advice and assistance to all levels of management and employees concerning determination of training need, sources of needed training, effective resource management to meet stated need, design and presentation of training, and evaluation of results.

c. Coordinate the pooling of internal and external resources and talent to meet needs which can be accomplished on-site and assist in the selection and training of personnel to serve as instructors for that training.

d. Encourage and aid all employees in undertaking self-development efforts, obtain all training materials.

e. Develop, maintain, and monitor appropriate training programs for all District Special Employment Program Employees; i.e., Career Interns, Upward Mobility Incumbents, Veteran Readjustment Appointees, and the Student Educational Employment Program.

4. Staffing and Career Management Branch.

a. Develop and administer programs for short- and long-range analysis of human resource staffing requirements. Evaluate trends in missions, technology, manpower and fiscal resources and other factors influencing future need.

b. Maintain a continuing Recruitment Program; act to promote a favorable response to the Rock Island District and the Department of the Army as an

employer. Plan and develop recruitment media, establish recruitment schedules and coordinate visits.

c. Administer all in-service placement, including mandatory action under Office of Personnel Management (OPM), Department of Defense, Department of Army (DA), and Command programs, promotions, reassignments, details, non-personal adverse actions (such as reduction-in-force), and out-placement. Plan and develop local applicant evaluation system.

d. Provide assistance to managers in meeting employee needs and advise employees regarding opportunities for advancement, development, or relocation.

e. Provide assistance in filling overseas positions.

f. Administer Special Employment Programs; i.e., Veterans Readjustment Act, Program for Individuals with Disabilities, Upward Mobility Program, Part-Time Employment Program.

g. Maintain a Delegated Examining Unit (DEU) under delegated authority from the OPM. In accordance with OPM guidelines, the DEU has the authority to recruit and examine applicants, establish and maintain lists of eligibles, and issue certificates of eligibles for designated positions and locations.

h. Administer Department of Army civilian career programs. Provide guidance and assistance to supervisors and employees in preparing career program appraisals.

i. Determine employee eligibility for Permanent Change of Station (PCS) travel and prepare PCS travel orders and amendments.

5. Labor and Employee Relations Branch.

a. Assist management in day-to-day relations with employees and labor unions to help provide a positive work atmosphere. Provide technical advice and assistance to management regarding its rights and obligations. Assure that management's responsibility to consult with exclusively recognized unions is carried out in a meaningful manner; serve as a member of the Installation Negotiation Committee and as an advisor to the district Partnership Committee IAW EO 12871. Functions as principal point of contact on Labor Management Relations matters of overall concern to the exclusive bargaining unit and/or District management.

b. Develop, administer, and maintain local policies and plans on constructive discipline, unacceptable performance, personal adverse actions, grievances and appeals, employee-management communications, leave and attendance policies, pay entitlements, flexiplace and flexible and compressed work schedules. Evaluate application of policies using attitude surveys, supervisor surveys, and program statistics.

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c. Act as point of contact for unacceptable performance and disciplinary cases submitted to Human Resources Office; investigate both employee and management complaints.

d. Evaluate the availability and use of employee services and facilities in terms of employee needs and consult with the appropriate staff about possible improvements.

e. Counsel employees concerning complaints or inquiries not referred to supervisors by the employee.

f. Administer the District Employee Assistance Program.

g. Coordinate Human Resources Office activities related to the Equal Employment Opportunity Program and the Alcohol and Drug Abuse Program.

h. Perform special studies and assist the Human Resources Officer in providing staff assistance in all areas of human resources management.

i. Administer the Incentive Awards Program.

j. Administer the TAPES (Total Army Performance Evaluation System) for all District employees. Develop local policies and procedures; provide advice and instruction to managers and supervisors; serve as POC for all inquiries regarding Performance Plans, Appraisals, Awards, and other performance management actions.

k. Administer the Negotiated Agreement between the National Federation of Federal Employees and the Rock Island District; advise management regarding actions which could constitute an Unfair Labor Practice or result in a grievance.

l. Coordinate the publication of local policies and regulations with the exclusive Bargaining Unit.

6. Technical Services Branch.

a. Serve as the technical resource information center for legal and regulatory guidance/requirements which affect civilian human resources administration.

b. Analyze directives from higher authority for applicability to activities serviced; and maintain a central library of regulations pertaining to all aspects of human resource administration.

c. Serve as the link between the Human Resources Office and the Defense Civilian Personnel Data System (DCPDS) servicing organization in the administration of data collection and recording to fulfill requirements for program evaluation and reporting, coordinating DCPDS and Civilian Employee Information System requirements.

d. Administer the employee benefit programs, which include leave, health benefits, life insurance, Civil Service Retirement Systems, Federal Employees Retirement System, Thrift Savings Plan, and worker's compensation.

e. Process Medical Surveillance Program documents, ensuring timely program administration.

f. Issue I.D. cards to civilian employees on recurring four year cycle.

g. Collects jury duty fees and prepares submission papers to Resource Management.

APPENDIX J
LOGISTICS MANAGEMENT OFFICE (CENCR-LM)

1. Establish a district-wide logistics program and develop local policies and procedures. Issue implementing guidance for higher echelon regulations, policies and procedures which are applicable through the district.

2. Conduct inspections and staff visit to other staff elements and field offices.

3. Manage the operations of transportation, supply, maintenance, and facilities and services being provided to the district headquarters offices.

a. Transportation.

(1) Develop local transpotration and traffic management policies and procedures to implement higher echelon regulations.

(2) Develop local motor pool dispatch policies and procedures. Provide motor pool dispatch support to the district.

(3) Formulate local travel policies and provide staff guidance about the preparation of travel orders. Provide order-authenticating official. Obtain Headquarters, United States Army Corps of Engineers (HQUSACE) approval of travel outside the United States.

(4) Process Government Bills of Lading for the movement of material.

(5) Provide passenger transportation services, utilizing common carriers and rental car companies.

(6) Provide transpotration support to the District and North Central Division.

b. Supply Management.

(1) Supply.

(a) Develop local supply policies and procedures to implement higher echelon regulations.

(b) Maintain a stock of commonly used supplies and operate the Self Service Supply room.

(c) Requisition Military Standard Requisitioning and Issuing Procedures and Federal Standard Requisitioning and Issuing Procedures requirements.

(d) Perform usage checks as required by ER 700-1-1.

(e) Act as the receiving section for proper receipt and distribution of all equipment, supplies and material at the district. Issue policies and guidance for receiving activities at remote project sites.

(f) Perform warehousing functions for the district with staff responsibility for receipt, storage, issue, protection, safeguarding and warehousing of all personal property.

(2) Property.

(a) Exercise control of property accounting activities of all elements within the district. Interpret and administer property accounting procedures, and furnish technical advice to district elements regarding property accountability.

(b) Maintain or supervise maintenance of accountable property records, including automated property listings.

(c) Review and process all Reports of Survey for action directed by the Approving Authority in the assessment of the responsibility for loss, damage, spoilage or destruction of government property.

(d) Review and circulate all surplus property listings to ensure maximum use of surplus and excess property in filling district requirements. Maintain liaison with other military entities or other government agencies on supply matters.

(e) Perform property disposal activities, including circulation, redistribution and reporting of excess property; and the transfer, donation, destruction or sale of surplus items.

Administer and maintain official records pertaining to the disposal of personal property.

(f) Recommend and prepare documents for the appointment of Inspecting Officers who will determine classification and verify conditions of personal property.

c. Maintenance.

(1) Develop overall general policies and implement overall general higher echelon policies and procedures pertaining to the maintenance of personal property. Develop detailed local policy and implementation procedures for those groups of property reserved to Logistics Management.

(2) Implement policies on "repair" versus "replacement" criteria for personal property.

d. Facilities and Service.

(1) Provide office/work area space management, and implement higher echelon policies and standards for work space allocation. Issue local guidance and standards for layout planning, office environment and decor.

(2) Review procurement requests for their impact on work space allocation requirements.

(3) Provide facilities maintenance support to the District headquarters.

(4) Perform preventative maintenance services at District headquarters.

(5) Prepare facilities maintenance budget for inclusion in District budget package.

(6) Participate in boards and committees to provide input into decisions regarding District facilities.

(7) Coordinate headquarters' additions, alterations, conversions, modifications and repairs with the facilities Board and other offices as necessary.

(8) Provide technical assistance and coordination for District Provost Marshall and Information Management Officer regarding physical security and information systems security.

4. Serve as the district point of contact about logistics matters.

5. Manage the district's career programs in the transportation, supply and material maintenance career fields.

6. Serve as the Contracting Officer's Representative in the management and execution of the district headquarters' Custodial Vendor Contract.

APPENDIX K

EMERGENCY MANAGEMENT DIVISION (CENCR-EM)

Functional responsibilities established for the HQUSACE Emergency Management Program are authorized by Public Law (PL) 84-99, PL 99-662, PL 92-500, and PL 93-288 as amended by PL 100-707; The Federal Response Plan; Executive Orders (EO) 11490 and 11990; National Security Decision Directives 26 and 47; Federal Preparedness Circulars; Memoranda of Understanding (MOU) between HQUSACE and other Federal agencies, and other supporting regulations, plans and directives. These documents provide authorities and responsibilities pertinent to Federal preparedness, response and recovery activities for domestic emergencies, such as, natural disasters, oil and hazardous substance spills, hazard mitigation and civil disturbances, emergency water planning, and preparedness activities in support of Federal response to national security emergencies, such as wartime mobilization and Continuity of Operations (COOP), military support to civil authorities and terrorism. The chief of CENCR-EM will:

1. Serve as the Emergency Management Program Manager and primary advisor for the commander on emergency management activities, including both domestic emergency preparedness and response, National Security Emergency Preparedness activities and emergency water planning. Provide authoritative advice and recommendations for the commander and the district staff on a wide array of program issues, including policy applicability, project eligibility, operational procedures, responsibilities and program requirements for improving operational readiness and emergency response activities pursuant to public laws, regulations and disaster assistance authorities of HQUSACE and other Federal agencies. Report to the commander on overall program accomplishment and readiness posture.
2. Develop policies for the commander and publish approved policy directives for the district staff about emergency management activities. Develop and submit to Corps of Engineers North Central Division (CENCD) the district Emergency Management Program annual budget within current goals/objectives. The budget consists of all or parts of three Civil Works appropriations (General Expense, O&M General and Flood Control and Coastal Emergencies.) Monitor expenditures/obligations for the current year program. Prepare and submit to CENCD recommendations for revisions and adjustments to the current year budget, as necessary.
3. Manage preparation of technical reports on emergency activities by the district staff. Review draft reports for compliance with existing policies and procedures. Is responsible for making a determination of project eligibility for various forms of emergency assistance. Manage and approve all obligations and expenditures by the district for natural disaster response activities authorized by ER 500-1-1. Make appropriate requests to CENCD to exceed pre-authorized expenditure limits when appropriate. Responsible for initiating all requests for reimbursement of natural disaster response activities undertaken by the district under delegated standing obligational

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authority. Operate with considerable flexibility, within broad policy guidelines provided by HQUSACE, in considering all requests for emergency assistance.

4. Manage the district response actions in support of other Federal agencies with emergency tasking authority, when and as directed by CENCD (e.g., Federal Emergency Management Agency (FEMA), Department of Transportation, Environmental Protection Agency (EPA).) Monitor progress and prepare required reports on mission assignments already under way and review new requests with CENCD to determine district capability to undertake additional taskings before they are officially assigned. Review resources available within the district to accomplish emergency work for other agencies and recommend as appropriate, reallocations to ensure timely completion. Ensure that reimbursement requests for authorized emergency work in support of other agencies are complete, accurate, and expeditiously forwarded to the tasking agency for payment.

5. Determine the district emergency preparedness training requirements so that a high level of readiness to respond to the full spectrum of emergency situations is maintained. Formulate a training program to include response, recovery, and mitigation activities for natural disasters, oil and hazardous substance spills, civil disturbances, radiological incidents, military mobilization, continuity of operations, and other contingencies.

6. Plan, conduct, and participate in exercises to evaluate readiness. Prepare directives covering the District participation in Joint Chiefs of Staff and HQUSACE exercises. Coordinate development of Master Scenario Events List items with CENCD to improve the value of exercise participation. Participate in after-action conferences to develop the division-wide corrective action program and coordinate the preparation of the District after-action comments to CENCD so that programs to improve preparedness and future exercise participation can be formulated. Monitor progress, at least quarterly, of specific improvement programs within the district. Assign proponentcy to appropriate district staff elements for resolving issues raised and monitor progress as appropriate. Prepare appropriate reports to higher headquarters on district readiness posture as required.

7. Manage execution of the district program for National Security Emergency Preparedness and direct and/or coordinate all program activities for the district. These activities include developing requirements and planning documents for Macro-Analysis, Mobilization, COOP, Special Security Procedures, Military Mobilization Master Plans, Installation Support Books, mobilization authorization documents (i.e., Mobilization Table of Distribution Allowance (MOBTDA)), war plan development, and other products specific to the district.

8. Manage the district participation in the Emergency Water Planning Program which was authorized under EO 11490. Coordinate mission assignments received by the district with appropriate staff elements. Review completed projects for completeness and conformance to establish directives and policy statements. Coordinate the emergency water planning activities of other agencies at the district level, and the related activities of state and local governments.

9. Maintain a wide array of contacts for the district with other agencies, such as FEMA, State Area Commander, Red Cross, state and local emergency agencies, and elected officials to ensure that the Corps Emergency Management Program objectives are properly coordinated and integrated with other agency efforts. Ensure that the knowledge of Corps emergency authorities and capabilities for support remains current with these agencies and among these individuals so that timely and effective response to emergency situations is maintained.

10. Monitor the district program for the periodic inspection of completed Federal flood control projects and non-Federal flood control projects that have received prior assistance under PL84-99. Prepare and monitor budget for inspection of non-Federal levees and ensure that scheduling and execution of inspection activities adequately supports Corps' responsibilities for flood preparedness and emergency response as mandated by PL 84-99. Initiate reports on inspection activities to CENCDD as required, and assures that existing policies and procedures are followed.

11. Represent the commander, as appropriate, on committees and at meetings, conferences, and workshops to formulate emergency policies and determine support requirements and services to be provided by the district. Evaluate Department of Defense and other Federal, state and local emergency agencies' policies, regulations, directives, and plans. Develop district requirements and ensure integration of district support activities.

12. Ensure that the district Emergency Operations Center (EOC) and Emergency Relocation Site are maintained in a high degree of readiness and are prepared to commence operations immediately during a potential or actual emergency to provide rapid coordination among operational staff elements and other emergency agencies to facilitate data collection, situation analysis, command decisions, and dissemination of those decisions. Develop requirements for emergency communications equipment, (i.e., secure telephone and HF-SSB radio system) to support overall emergency management program objectives. Conduct periodic tests of emergency communications equipment to ensure that it is maintained in a serviceable condition.

13. Serve as primary district point-of-contact, during duty and non-duty hours, for all operational aspects of emergency management activities; to include receiving emergency action messages, initial emergency incident reports, requests for assistance of mission assignments from division. Initiate appropriate action so that all valid requests are handled in a timely and effective manner.

APPENDIX L

PROGRAMS AND PROJECT MANAGEMENT DIVISION (CENCR-PP)

Is the Deputy District Engineer for Project Management (DP) and also is the chief of the Programs and Project Management Division (PP). The chief of PP provides administrative advice and guidance to the Programs Management Branch and the Project Management Branch. The missions and functions of these branches are as follows.

1. Programs Management Branch.

a. Exercises principal staff responsibility for program management of assigned civil works, military, and Support For Others projects.

b. Serves as program integrator to develop district program and budget documents and reports, incorporating data developed primarily by project managers in coordination with other staff elements. Reviews, coordinates, and refines program data prior to forwarding to higher authority, to ensure program and budget documents and reports include appropriate planning and engineering data to support project justification and to determine reasonableness of project planning, engineering, and construction schedules and estimates.

c. Is responsible for development, preparation, and assembly of all fact sheets, issue papers, and other programming and budgeting documents necessary for district briefing of the division commander in preparation for his testimony before the Congressional committees.

d. Supports implementation of the Project Management (PM) system to provide a stronger project orientation, improving project continuity, accountability for project schedule, cost, budget, quality, and customer interface.

e. Supports the establishment of district management processes and procedures to effectively manage the scope, quality, project cost, budget, and schedules of civil works, military, and Support For Others projects, and further defines PM interfaces, roles, and responsibilities by providing strong project and customer orientation, improving project continuity and accountability.

f. Develops the district civil works annual and multi-year programs based on individual project and activity input from project managers and other functional elements. Supports civil works and military programming process by providing input to the annual project budget and schedule information to accommodate Congressional budgeting and reporting, including reprogramming documents for assigned projects.

g. Provides program analysis and feedback to the district Project Review Board (PRB) and the Program and Budget Advisory Committee (PBAC), coordinating the resolution of program issues with the various project managers and functional elements to minimize the impacts on district program. Provides the required upward reporting of program issues.

h. Reviews, coordinates, and obtains the appropriate level of approval for project cost estimate and schedule changes, in accordance with applicable Engineering Regulations and Circulars, Project Management Plans, and/or Corporate Group. Submits recommendations for approvals to higher headquarters those cost or schedule changes required by legislation or policy.

i. Supports project managers and other principal staff in the development, coordination, and approval (either local or higher headquarters) of Project Cooperation Agreements, Memorandums of Understanding, or other agreements requiring customer, division, or higher headquarters approval.

j. Integrates and coordinates the development of project schedules, budgets, and manpower needs in the Forces Configuration (FORCON) systems (a combined effort of project management, estimating, planning, engineering, construction, real estate, legal, and other disciplines). The final results are project schedules, budgets, and manpower estimates which are mutually acceptable to the project manager and the functional chiefs and meet the project needs. Provides recommendation to the DP on manpower distribution in accordance with project and program performance.

k. Receives, interprets, disseminates and directs the implementation of program guidance, directives, and correspondence from higher headquarters.

l. Prepares program presentation and defense at higher levels.

m. Interprets, evaluates and disseminates to concerned staff the results of decisions, directives, and instructions of higher authority pertaining to programming and budgeting policies. Coordinate policy proposals with other staff elements.

n. Recommends to the DP funding adjustments, new funds required, and revocation actions for affected appropriations and projects. Upon approval by the commander, submits appropriate recommendation to higher authority.

o. Conducts review, accounting, and analysis of project/study budget cost estimates as requested. Revises budget cost estimates to incorporate project scope changes, schedule changes, and other adjustments as necessary.

p. Is responsible for division-level integration, review, accounting, and analysis of project budget cost estimates for three districts for the Upper Mississippi River System Environmental Management Program.

q. Revises programming and budgeting estimates consistent with instructions and work allowances received from higher authority.

r. Provides input for preparation of status reports to support district Command Management Review (CMR). Participates in CMR reviews at the district and higher headquarters.

s. Schedules, coordinates, and plans the annual meeting with representatives of the states of Iowa and Illinois. Prepares required fact sheets and other data necessary for the meetings.

t. Prepares, updates, and coordinates the funding schedule of estimates (2101) file. Retrieves and disseminates 2101 reports monthly. Prepares and coordinates reasons for deviations from the 2101 schedule.

u. Prepares and coordinates input to various project management information systems (for example, the Program Resource Information System Management (PRISM) database) that are used for managing and monitoring district studies and projects.

v. Develops, coordinates, and accomplishes project mobilization classification and reprogramming of funds as outlined in the district Mobilization Plan.

w. Is responsible for the biennial update of the district project maps and their distribution.

x. Prepares Extract Report of the Rock Island District for the Annual Report of the Secretary of the Army on Civil Works Activities.

y. Prepares Extract Report of the Mississippi River between the Missouri River and Minneapolis, Minnesota, project (St. Louis, St. Paul, and Rock Island Districts) for the Annual Report of Chief of Engineers on Civil Works Activities.

z. Prepares input to the Annual Water Resource Development booklets for neighboring districts.

aa. Prepares and coordinates miscellaneous project Fact Sheets as required by higher authority.

bb. Prepares, coordinates, and submit the annual project deauthorization list and study deauthorization list.

cc. Prepares briefing books for distinguished visitors to the Rock Island District.

dd. Prepares and coordinates final disposition of funds necessary for financial close-out of cost-shared projects as requested by project managers.

ee. Prepares and coordinates the annual capability report.

ff. Supports the monitoring and maintenance of project milestone dates and budget from planning through construction and initial operations.

gg. On a programmatic level, anticipates schedule, budget, manpower, or quality problems (i.e., technical or environmental, fiscal and physical delays, pending contracts, outstanding claims, and change orders, etc.) and either resolves or elevates them.

hh. Ensures adequate cross-functional (interdisciplinary) input to prepare project/study schedules, estimates, and budgets required to support the project management and functional chiefs in producing products, e.g., feasibility report, General Design Memorandum (GDM), PCA, contract documents, etc.

ii. Adjusts program/project cost, budget, manpower requirements, and completion data as project progresses.

jj. Validates program data base and disseminates current schedules, budgets, and issues to functional elements.

kk. Serves as primary point-of-contact for program and budget issues with internal and external organizations.

ll. Integrates external milestones with the Corps internal project schedules (e.g., sponsor review, financing, and budgeting, higher authority approvals and project authorization, requirements of annual budget cycle, etc.).

mm. Monitors external activities and milestones and resolves conflicts with outside elements or elevates to PRB.

nn. Presents programmatic issues to PRB as requested.

oo. Represents the District Engineer for all program reviews and other program activities with higher authority.

pp. Examines program issues in an effort to promote technical efficiencies and enhancements.

2. Project Management Branch.

a. Exercise principal staff responsibility for Project Management of assigned Civil Works, Military and Support For Others projects.

b. Responsible for implementation of the Project Management (PM) system to provide a stronger project orientation, improving project continuity, accountability for project schedule, cost, budget, quality and customer interface.

c. Responsible for the development of the Project Management Plan (PMP), including an integrated project schedule, cost, and budget, monitors project execution, manages changes, makes and/or recommends necessary adjustments based upon changes and performance in accordance with the PRB endorsed PMP, preparation of required PM reports, and presentation of project status and performance to the PRB.

d. Provide leadership in establishing district management processes and procedures to effectively manage the scope, quality, project cost, budget and schedules of Civil Works, Military and Support for Others projects, and further define PM interfaces, roles and responsibilities, providing strong project and customer orientation, improving project continuity and accountability.

e. Support development of other district Civil Works annual and multi-year programs based on individual project and activity input. Support Civil Works and Military Programming process by providing input to the annual project budget and schedule information to accommodate Congressional budgeting and reporting, including reprogramming documents for assigned projects.

f. Provide project specific analysis and feedback to the district PRB, coordinating the resolution of project issues with the various functional elements, minimizing the impacts on project schedules, cost and budget. Provide the required upward reporting of project issues.

g. Review, coordinate and obtain the appropriate level of approval for project cost estimate and schedule changes, in accordance with applicable Engineering Regulations and Circulars Project Management Plans and/or Corporate Group. Submit recommendations for approvals to higher headquarters those cost or schedule changes required by legislation or policy.

h. Provide principal staff oversight in the development, coordination and approval (either local or higher headquarters) of Project Cooperation Agreements (PCA's), Memorandums of Understanding (MOU), or other agreements requiring customer, division or higher headquarters approval.

i. Receive, interpret, disseminate and direct the implementation of project guidance, directives and correspondence from higher headquarters.

j. Support the Programs Branch in development of district program and budget documents.

k. Support and provide input to preparation and assembly of all fact sheets, issue papers, and other programming and budgeting documents necessary for District briefing of the Division Commander in preparation for his testimony before the Congressional Committees.

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l. Request fund adjustments, new funds required and revocation actions for affected projects in coordination with the Programs Management Branch.

m. Monitor project/study budget cost estimates and request revision of budget cost estimates to incorporate project scope changes, schedule changes, and other adjustments as necessary.

n. Support and provide input when programming and budgeting estimates require revision based on instructions from higher authority.

o. Provide input for preparation of status reports to support district CMR as requested. Participate in CMR reviews at the district and higher headquarters, as required.

p. Support and provide input for required fact sheets and other data necessary for the annual Iowa and Illinois state meetings.

q. Support and provide input for updates of the funding schedule of estimates (2101) file.

r. Support and provide input for preparation and coordination to various project management information systems.

s. Support and review development of input to the FORCON system.

t. Support project mobilization classification and reprogramming of funds as outlined in the District Mobilization Plan.

u. Support and provide input for the biennial update of the district project maps.

v. Support and provide input for the Extract Report of the Rock Island District for the Annual Report of the Secretary of the Army on Civil Works Activities.

w. Support and provide input for the Extract Report of the Mississippi River between the Missouri River and Minneapolis, Minnesota project (St. Louis, St. Paul, and Rock Island Districts) for the Annual Report of Chief of Engineers on Civil Works Activities.

x. Support and provide input to miscellaneous project Fact Sheets as required by higher authority.

y. Support and provide input to the annual project deauthorization list and study deauthorization list.

z. Support and provide input to preparation of briefing books and itinerary for distinguished visitors to the Rock Island District.

aa. Responsible for final actions necessary for financial completion of projects.

- bb. Support and provide input to the annual capability report.
- cc. Integrate and coordinate the development of the project schedules, budget, manpower needs and milestones. (A combined program management effort of estimating, planning, engineering, construction, real estate, legal and other disciplines.) The final results are a project schedule, budget and manpower estimate which are mutually acceptable to the project manager and the functional chiefs and meet the projects needs.
- dd. Monitor and maintain project milestone dates and budget from planning through construction and initial operations.
- ee. On a project level, anticipate schedule, budget, manpower or quality problems (i.e., technical or environmental, fiscal and physical delays, pending contracts, outstanding claims and change orders, etc.) and either resolve or elevate them.
- ff. Ensure adequate cross-functional (interdisciplinary) input to prepare project/study schedule, estimates, and budgets required to support the functional chiefs in producing products, e.g., Feasibility Report, Design Memorandum, Plans and Specifications, PCA, contract documents, etc.
- gg. Forecast and recommend use of project contingency.
- hh. Adjust project cost, budget, manpower requirements and completion date as project progresses.
- ii. Validate project data base and disseminate current schedules, budgets and issues to functional elements.
- jj. Serve as primary point-of-contact for project with non-federal sponsor and other internal and external organizations.
- kk. Integrate external milestones with the Corps internal project schedules (i.e., sponsor review, financing, and budgeting, higher authority approvals and project authorization, requirements of annual budget cycle).
- ll. Monitor external activities and milestones and resolve conflicts with outside elements, or elevate to Project Review Board.
- mm. Present the project at line item reviews with Project Review Board.
- nn. Represent the District Engineer for all line item reviews and other project activities with higher authority.
- oo. Examine project issues in an effort to promote technical efficiencies and enhancements.

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pp. Visit project site, as necessary, during construction to assure that it is being constructed to the project objectives and evaluate the effectiveness of the life cycle project delivery system (as an example, assess the effectiveness of the Quality Assurance/Quality Control system).

APPENDIX M

CONTRACTING DIVISION (CENCR-CT)

1. Office of the Chief.

a. Manage and direct all of the Contracting Division activities, and interpret policy and procedures supplementing those emanating from higher authority. Initiate and develop District acquisition program with line supervision of the Contracting Division and exercise staff supervision and review over all contracting activities for the Rock Island District and North Central Division. Monitor acquisition program for Chicago District. Oversee assigned Louisville Military requirements.

b. Serve as Deputy for Small and Disadvantaged Business to the Commander on all small and disadvantaged business contractual matters and represent the district in all Small and Disadvantaged Business Utilization (SADBU) activities enumerated in Federal Acquisition Regulation (FAR) Section 19. Appoint a SADBU specialist to support execution of the SADBU program. (See Appendix C)

c. Prepare budget data for activities managed by the Contracting Division and control the utilization of funds.

d. Negotiate required Memorandums of Understanding.

e. Exercise functional administrative control and technical supervision of Contracting Officer Representatives (COR's), Contracting Officers, Ordering Officers and their activities in accordance with Army Federal Acquisition Regulation Supplement (AFARS 1-603). Maintain oversight of Administrative Contracting Officers in coordination with the Construction Division. Initiate and review appointments and cancellation of appointments of Ordering Officers in accordance with Engineer Federal Acquisition Regulation Supplement (EFARS 1-603-3.)

f. Coordinate, plan and execute district activities in connection with socio-economic programs with various staff elements on part-time basis.

g. Plan and direct the transfer/hiring of additional personnel required for Civil Works/Military Acquisition support during peacetime and mobilization.

h. Supervise development and updating of the Market Research Analysis (MRA) plan for mobilization in conjunction with the Engineering Division and provide the MRA plans to administrative Contracting Officers (ACO).

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i. During mobilization, exercise administrative control over change of awards to Department of the Army military contract numbers and obtain assignment of priority ratings from the Department of the Army.

j. Direct and manage the CENCRC-CT contract cost and price analysis program. Establish and maintain liaison between CENCRC-CT and Defense Contract Audit Agency, and other procuring agencies; develop policies, plans, and methods for contract pricing and financial analysis in support of CENCRC-CT Procurement of negotiated services, Architect-Engineer (A-E), and 8a contracts.

k. Review and advise other division chiefs on training plans for personnel involved in contracting activities. Review qualifications of COR's, ACO's and Ordering Officers and advise/recommend to District Engineer regarding their appointments.

l. Provide contracting and cost/price analysis support to negotiation teams. Appoint members of negotiation team or negotiators as necessary.

m. Review qualifications and training of contracting officer candidates. Prepare recommendations for appointments for Contracting Officers and Contracting Officer Representatives, and maintain files and records pertinent thereto.

n. Serve as Acquisition Career Manager for Contracting. Monitor training status of all assigned personnel and assure they are recommended for all required and desired training. Disseminate information and guidance regarding the Army Tuition Assistance Program. Monitor compliance with the Defense Acquisition Workforce Improvement Act (DAWIA). Submit reports as required.

2. Contracting Supervisor.

a. Exercise supervision over all contracting and administrative personnel performing acquisition functions for the Rock Island District, Chicago District, North Central Division and assigned Louisville District Military requirements. Types of actions include simplified acquisition procedures and large purchase procedures for construction, supplies, and services, Federal Information Processing (FIP) acquisitions, Architect Engineer (A-E) requirements, Utilities and contracting for Operation and Maintenance service contracts for the recreation areas. Direction and work assignments are disseminated to Team Leaders who assign, monitor and guide the work of team members.

b. Assure that all scopes of work are reviewed for Federal Information Processing (FIP) requirements. In cases where there may be FIP, refer the requirement back to the Information Management Division for proper documentation.

3. Contracting staff performs contracting functions related to Construction and Supply requirements over \$100,000, Simplified Acquisitions under \$100,000, and Architect Engineer and Service requirements. Activities involved include, but are not limited to:

a. Review requests for and prepare appointments of Ordering Officers. Conduct surveillance checks on Ordering Officer activities in accordance with AFARS 1.603-1-90. Maintain Ordering Officer records. Participate in staff visits to review activities of all Ordering Officers and conduct their regular training. Review all Ordering Officer acquisitions, Credit Card, Blanket Purchase Agreement (BPA) calls, and imprest fund actions for compliance with regulations and policy. This function covers approximately 52 Ordering Officers and six imprest funds. Prepare recommendations for appointments as Imprest Fund cashiers, and credit card holders, maintain files and records pertinent thereto and issue instructions and training for the execution of their duties and limitations.

b. Initiate and administer BPA's with vendors throughout the District. Make annual review of all BPA's to determine proper usage and terminate those no longer required.

c. Initiate and execute delivery orders against Basic Ordering Agreements, General Services Administration Contracts and Indefinite Delivery or Indefinite Quantity contracts.

d. Process and evaluate requests for quotations and invitations for bid utilizing Simplified Acquisition techniques in accordance with FAR Part 13. Awarding purchase orders for maintenance, professional service, construction, supply, and FIP requirements. This may be accomplished through the use of Electronic Data Interchange (EDI) or other manual means of solicitation and award.

e. Provide contractor support during mobilization by maintaining the Market Research Analysis (MRA) list, and provide government furnished property and sources of supply to contractors.

f. Handle all emergency contracts during mobilization.

g. Maintain bidder's list for individual actions, review scopes of work, establish bid opening dates, prepare and issue advance notices and amendments, and prepare formally advertised solicitations and requests for proposals. Conduct bid openings and award contracts.

h. Serve as bid opening official or alternate bid opening official. Receive bids and proposals, open them at appointed time/date and prepare the abstract of bids.

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i. Prepare solicitation and award documents for formally advertised and negotiated contracts under FAR Parts 13 through 17. Actions include, but are not limited to construction, supply, service, professional service, A-E, utility, title evidence, appraisal contracts and Basic Ordering Agreements (BOA) for Rock Island and Chicago Districts, North Central Division and assigned Louisville District Military requirements. Make recommendations for award and determine a fair and reasonable price. Prepare all contractual documents in final form for signature by the Contracting Officer. Issue notices of award and notices to proceed.

j. Coordinate with other divisions and Estimating and Specification Section, Engineering Division, to ensure solicitations have clear and understandable specifications or scopes of work.

k. Prepare and forward all required reports.

l. Participate in negotiation of contracts (Construction and A-E) and modifications thereto exceeding \$100,000, and act as Contracting Division representative on the negotiating team. Negotiate 8(a) awards.

m. Conduct pre-award surveys and evaluate qualifications of bidders and/or offerors.

n. Prepare modifications and work orders and forward documents for all contracts and review actions for compliance with regulations, as required.

o. Resolve any mistake in bid and protest of award cases with appropriate District and Division staff members.

p. Maintain the official contract files and review contract modification actions to ensure that the requirements of the FAR, Department of Defense Federal Acquisition Regulation Supplement (DFARS), AFARS, and the EFARS are followed and that actions are taken in a timely manner.

q. Under national mobilization, execute termination of non-essential Civil Works contracts.

r. Process contracts negotiated under FAR 6.3 in accordance with Department of Army priorities during mobilization.

4. Administrative and Customer Service Functions:

a. Under prompt payment procedure and through imprest cashier, issues cash payments for supplies and services. Review imprest fund activity advising the Chief, Contracting Division of needed changes to properly service the district activities.

b. Collect fees for plans, specifications and bid securities for construction contracts. Prepare collection documents and deposit fees with the Disbursing Officer.

c. Update and maintain Bidder's Mailing List.

d. Perform Cost Price Analysis. Serve as Negotiation coordinator

e. Perform time keeping.

f. Issue solicitations and amendments.

g. Make contract distribution.

h. Serve as Contract Audit Follow-Up (CAF) Monitor. Maintain the District's CAF program. Perform liaison functions with Defense Contract Audit Agency. Track and manage all audits for the District.

i. Participate in preparation of the District's budget. Review and update the budget as required.

APPENDIX N

ENGINEERING DIVISION (CENCR-ED)

1. Office of the Chief.

a. Act as Program Manager in the obligation and expenditure of Engineering and Design (E&D) funds during construction, and E&D for Operations and Maintenance (O&M) funds for physical execution of the programs.

b. Exercises administrative and technical supervision over the Engineering Division, advise the commander on formulation of engineering policy and procedures.

c. Serve as Engineering Division's central point of contact on program development, budget and program execution activities.

d. Provide status reports and management guidance in the monitoring of milestone schedules, contract awards, and other significant items necessary for efficient and effective work completion.

e. Chief serves as Dam Safety Officer for the Rock Island District in accordance with District Regulations.

f. Reviews and approves all funding and schedule proposals for Engineering Division branches and sections in support of the Project Management and Programs Division.

g. Reviews and approves Government Estimates for construction projects and baseline cost estimates for district projects.

h. Provide Computer Aided Design and Drafting (CADD) support to Engineering Division personnel. Coordinate with Information Management office on equipment procurement, maintenance and costing.

i. Coordinate Quality Management Plan for technical products for the district.

j. Manage Independent Technical Review program for ED products.

2. Design Branch.

a. Office of the Chief.

(1) Provide technical review and input to scopes of work for Architect-Engineer (A-E) contracts.

(2) Direct, schedule, administer, coordinate, and supervise all activities of branch. Prepare budget requests and submit personnel action requests to Engineering Division for approval.

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(3) Review Value Engineering (VE) proposals and provide input to study teams as needed.

(4) Direct, coordinate and administer the Independent Technical Reviews (ITR) for ED products.

b. Structural Section.

(1) Perform detailed investigations and analysis of the behavior of various structures.

(2) Develop preliminary and final detail design of structural features for CW and MILCON projects, including navigation locks and dams, hydropower dams, flood control (floodwalls, closure structures, pump stations, gatewells, outlet works), buildings and bridges.

(3) Complete contract plans for the projects noted in (2) and participate in the preparation of technical specifications for this work.

(4) Prepare Scopes of Work for A-E structural design and review this work.

(5) Review construction shop drawings for structural features of project work.

(6) Manage and execute the District Dam Inspection Program (per ER 1110-2-100 and ER 1110-2-111) for existing CW and MILCON facilities, including navigation locks and dams, hydropower dams, reservoirs, bridges and buildings.

(7) Provide technical assistance to other offices regarding structural engineering.

(8) Provide support for Independent Technical Reviews.

c. Technical Management Section.

(1) Coordinate programming and budgeting for Civil Works projects with the Programs and Project Management Office through Engineering Division.

(2) Provide project engineering and coordination of projects from Design Memorandum, Design Analysis Report or Reconnaissance Evaluation Report through completion of construction for authorized civil works projects, Operation and Maintenance (O&M) projects, and Section 205 C.A. projects.

(3) Develop preliminary and final detail design for civil items for CW and O&M projects, including navigation locks and dams and flood control projects.

(4) Coordinate with Specifications Section to ensure that technical provisions and special clauses meet job requirements.

(5) Review qualifications, performance, and capability of A-E's in design of CW projects. Negotiate contract price for A-E contract work in coordination with Cost Engineering and Contracting personnel.

(6) Plan, schedule, coordinate, and supervise all engineering activities pertaining to the relocation of facilities, such as railroads, highways, and utilities, which interfere with the construction and operation of authorized Civil Works projects, including negotiation as appropriate.

(7) Provide technical review and scopes of work for Architect-Engineer (A-E) selection and coordination through the preselection and selection process.

(8) Review construction shop drawings to ensure compliance with design requirements.

(9) Provide permit review for modifications of Federally constructed projects.

(10) Provide support for Independent Technical Reviews.

d. General Engineering Section.

(1) Provide design capability in the area of earth dams, levees, recreation, and simple structures for various civil works projects.

(2) Provide engineering support for pump station design and inspection including civil, mechanical and electrical engineering design.

(3) Prepare design memorandums and construction plans for recreation features developed in master plans.

(4) Provide engineering for design of highways, railroads, and utilities.

(5) Provide engineering support and technical management support for regional recreation projects, e.g. Des Moines Recreational River and Greenbelt.

(6) Provide engineering and technical management for Tab I O&M projects and coordinate Engineering Division input into Tab II O&M project list, Backlog Maintenance and Repair (BMAR) updates and O&M annual budget submission.

(7) Coordinate requests received by the District for permission to construct hydropower facilities on Federal projects, including memorandum of agreement for design assistance, navigation impacts, operational constraints, etc.

- (8) Provide mechanical engineering support for district projects.
- (9) Provide electrical engineering support for district projects.
- (10) Provide support for Independent Technical Reviews.

e. Installation Support Section.

- (1) Provide engineering support for the District mobilization activities.
- (2) Coordinate PRIP design support needs for the District with PRIP funds manager.
- (3) Conduct design studies and prepare construction plans for military installations as assigned by MILCON district.
- (4) Provide installation planning, facility planning, landscape design, and interior design service for the district and for military installations.
- (5) Provide architectural design support for all district activities, including Heating, Ventilation and Air Conditioning (HVAC).
- (6) Perform Installation Support and Military Construction (MILCON) design support for the Rock Island Arsenal and Savanna Army Depot Activity and Mobilization (MOB) planning as General Support (GS) District to the Corps of Engineers Louisville District (CEORL) and the Corps of Engineers Omaha District (CEMRO).
- (7) Provide fire protection engineer support to the district.
- (8) Provide support for Independent Technical Reviews.

f. Environmental Engineering Section.

- (1) Provide preliminary and final designs for environmental restoration/rehabilitation/remediation projects under Civil Works appropriations.
- (2) Provide technical support and design capability for hazardous and toxic materials projects.
- (3) Provide engineering support to Operations and Planning Divisions for the district's dredging and channel maintenance program including the Long Term Management Strategy (LTMS) program and small boat harbors.
- (4) Provide engineering support to Operations Division for the district's channel regulatory structure program and serve as engineering representative on the Committee for Assessment of Regulatory Structures (CARS).

(5) Provide environmental engineering support and project engineering for environmental habitat restoration projects, e.g. Upper Mississippi River Environmental Management Program and Sec. 1135 of PL99-662.

(6) Provide engineering support to Operations Division to ensure district public water supplies meet regulatory requirements.

(7) Provide engineering support to Operations Division for the radon gas abatement program, asbestos abatement, lead abatement, PCB program, underground storage tank (UST) program and other HTRW contaminants.

(8) Provide district technical support to meet regulatory environmental compliance; provide HTRW assessments for Civil Works projects; establish environmental corrective action plans consistent with best management practices and best available treatment methods.

(9) Provide technical expertise to district for streambank erosion problem areas.

(10) Provide engineering support for Continuing Authority, Sec. 14, Sec. 107, Sec. 208 projects.

(11) Provide technical review of permit applications (ER 1145-2-303). Forward permits to other Design Branch sections for appropriate review and comment.

(12) Provide field and office engineering support for Public Law (PL) 99 flood recovery activities.

(13) Provide support for Independent Technical Reviews.

g. Ordnance and Explosives Engineering Section.

(1) Provide preliminary and final designs for environmental restoration/rehabilitation/remediation projects under Military appropriations.

(2) Manage Defense Environmental Restoration Program (DERP) assigned to this district, including debris removal, Hazardous, Toxic and Radioactive Waste (HTRW), and Ordnance Explosive Waste (OEW).

(3) Provide technical support and design capability for hazardous and toxic materials projects.

(4) Provide environmental engineering relational data base support/expertise.

(5) Provide technical support and design capability for remediation of ordnance contaminated sites.

(6) Provide OEW detection expertise, including operating and maintaining OEW detection equipment.

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(7) Support administrative record filing and retrieval for CERCLA/DERP projects.

(8) Provide OEW site safety specialists.

(9) Support other military programs environmental clean-up such as BRAC and IRP.

(10) Provide support for Independent Technical Reviews.

h. Specifications Section.

(1) Prepare solicitations for bids covering contract procurement under formal contract and specifications for hired labor construction.

(2) Ensure that technical provisions are in conformance with HQUSACE guide specifications and that special clauses meet job requirements (including technical provisions of specifications drafted by other elements and A-E firms).

(3) Process all amendments and furnish technical data for all modifications.

(4) Ensure that A-E firms engaged by the district are provided with regulations, manuals, and guide specifications for preparation of the technical provisions.

(5) Maintain engineering drawing files. Through contract capability or through use of in-house equipment arranges for reproduction of engineering drawings.

(6) Provide support for Independent Technical Reviews.

3. Geotechnical Branch.

a. Direct, schedule, administer, coordinate and supervise all activities of the branch. Prepare budget requests and submit personnel action requests to Engineering Division for approval.

b. Provide technical review and input to scopes of work for Architect-Engineer (A-E) contracts.

c. Review Value Engineering (VE) proposals and provide input to study teams as needed.

d. Branch chief will serve as the principal geotechnical engineer on the district's Committee on Dam Safety.

e. Responsible for all matters pertaining to surface and subsurface explorations, foundation, and embankment design, site investigation underseepage, slope protections, construction materials development, and other functions pertaining to geology, concrete materials, and soil mechanics engineering. Provide assistance and review reports by others. Work is accomplished either by hired labor forces or by contract.

f. Provide expert advice on safety of water retaining structures concerning soils, concrete, seepage, and slope stability.

g. Coordinate consultant advice to outside agencies.

h. Plan, organize, control, and perform subsurface explorations and sampling in the plan, design, and construction of Civil Works projects consisting of dams, levees, floodwalls, earth excavations, and related facilities.

i. Analyze soil tests in connection with survey reports and design memoranda. Prepare boring logs and develop soils sections and verifies for plans and specifications.

j. Manage all drilling and laboratory testing activities accomplished either by contract or by other Corps districts.

k. Develop designs for geotechnical instrumentation of dams, levees, and excavations, utilizing seepage and slope monitoring devices. Evaluate data for performance.

l. Prepare feature design memoranda for water retaining earth structures, and special reports for slope stability and seepage studies and prepares supplements or appendices on geotechnical features for smaller projects.

m. Perform seepage analysis, slope stability designs and settlement computation, and select engineering characteristics for soils and rock.

n. Perform field inspections during construction to assure that design criteria are met; and observe operations and maintenance procedures to determine any change necessary to conform to design assumptions.

o. Coordinate soil mechanics applied research activities.

p. Prepare reports relative to conditions of levees, dams, and structure foundations.

q. Plan and conduct geological, geohydrologic, and geophysical investigations and studies concerning foundation design, mineral resources, groundwater, and inventory for Environmental impact statements. Prepare boring logs and develop geologic sections. Document the behavior of rock for engineering purposes.

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r. Prepare geologic reports as appendices for survey and review reports, design memoranda, and for special studies and investigations.

s. Collect and interpret geological data and make analyses of problems including rock mechanics.

t. Establish standards of quality for construction materials in preparation of plans and specifications. Establish quality and usage of embankment and slope protection materials for all phases of project development. Provide assistance and analysis for control.

u. Assist Construction and Operations Divisions on field construction problems using specialized tests and investigations.

v. Conduct routine laboratory tests on soils, rock, or concrete or determine that other laboratory tests are required. Coordinate these testing needs with MRD lab.

w. Prepare technical specifications for water wells and pressure relief walls.

x. Participate in the periodic inspection of completed structures, and prepare a report of findings.

y. Evaluate in situ foundation conditions for problems during design, construction, or operation and recommend remedial measures.

z. Conduct surface and subsurface explorations, drilling, and site investigations for platforms, buildings, and roadways at military installations.

aa. Prepare and analyze soil tests in connection with MILCON projects. Prepare boring logs and develop soil parameters for use in design and plans and specifications.

bb. Obtain and test concrete cores from buildings and other military facilities to determine remaining service life. Conduct nondestructive testing (ultrasonic pulse velocity) of floors and pavements. Coordinate testing needs with MRD lab.

cc. Review VE proposals.

dd. Review permit request submitted to Operation Division. Perform or check slope stability, seepage analyses, and prepare technical specifications as needed.

ee. Prepare and transmit instrumentation schedules for reservoirs, conduct intermittent field inspections of reservoirs, and collect instrumentation data as necessary. Prepare report of findings.

ff. Conduct field inspections and evaluation of existing Local Flood Control projects during high water. Accompany OD-SI on annual inspections as requested. Prepare report of findings.

gg. Participate in the preparation of technical plans and specifications for construction projects undertaken by the District to include attendance at BCO and pre-construction meetings as appropriate. Review shop drawings for geotechnically and materials related aspects.

hh. Conduct soil and material classes for in-house personnel as required.

ii. Act as point-of-contact for remote sensing applications in the geotechnical arena. This is to include review of A-E prepared designs, procurement of sensor installation, and in-house coordination of effort.

jj. Coordinates Dam Safety Program for the district the direction of the Dam Safety Officer including quarterly meeting agenda and minutes and annual training program.

kk. Plan and conduct concrete condition surveys of existing civil works projects to determine remaining service life and repair alternatives.

ll. Serve as the coordinator of the District's Dam Safety Program, coordinate all Dam Safety actions between various district elements, division counterparts and other state and Federal agencies as appropriate who are involved with this program.

mm. Provide technical assistance to district elements regarding HTRW materials and their effect on groundwater and soils contamination; performing groundwater investigations, installations of monitoring wells, etc. to adequately evaluate the problem and propose remedial actions.

nn. Provide support for Independent Technical Reviews.

4. Cost Engineering Branch.

a. Direct, schedule, administer, coordinate, and supervise all activities of the branch. Prepare budget requests and submit personnel action requests to Engineering Division for approval.

b. Serve as a member of the Contract Review Board and provide technical advice related to construction and labor costs to the Chief, Engineering Division.

c. Prepare all independent government estimates for each Civil Works construction project contract and for each proposed contract modification anticipated to cost \$25,000 or more.

d. Prepare all project and government estimates for military projects as assigned by the MILCON program through the Chief, Engineering Division.

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- e. Prepare government estimates for A-E contracts.
- f. Prepare fully funded government estimates for all types of projects in the planning stages.
- g. Responsible for the accuracy of quantity take-off's.
- h. Prepare government estimates for VE proposals.
- i. Serve as part of the design Team and contribute to the development of project alternatives and schedules.
- j. Provide cost engineering advice to the government negotiator during negotiation of contracts and modifications to contracts.
- k. Provide guidance related to equipment ownership, operation, and rental costs through the Chief, Engineering Division to Operations Division and to NCD Contract Audit Office.
- l. Provide support for Independent Technical Reviews.

5. Hydrology and Hydraulics Branch.

a. Office of the Chief.

(1) Administer, supervise, and coordinate all of the activities of the Branch. Prepare budget requests and submit personnel action requests to Engineering Division for approval.

(2) Supervise all hydrologic and hydraulic design and analysis in planning, design, construction, and operation of structures and waterways.

(3) Serve as the principal district hydraulic engineer providing technical advice in the hydraulic and hydrologic engineering specialty areas to the chief of the Engineering Division and through the chief of the Engineering Division to other district elements.

(4) Serve as district Flood Intelligence Officer. Serve as district Water Quality Coordinator.

(5) Serve as the principal hydraulic engineer in the district's Dam Safety Committee.

(6) Serve as the district's Research and Development Coordinator and represent the district at conferences and meetings regarding research and development. Maintain liaison with various Corps laboratories and serve as the technical advisor to the chief of the Engineering Division and other district elements regarding R&D matters.

(7) Serve as the system administrator for the district's water control computer and the satellite downlink system serving the entire North Central Division. Direct and develop specialized computer programs in hydraulic and hydrologic engineering and provide documentation for their use.

(8) Represent the district in local, stage, and Federal task forces and committees involved in hydraulic and hydrologic aspects.

b. Hydrologic Engineering Section.

(1) Conduct studies of rainfall-runoff relationships for large and small drainage areas.

(2) Conduct hydrologic studies for basin studies.

(3) Prepare hydraulic design studies.

(4) Prepare interior flood control studies.

(5) Administer navigation design studies.

(6) Administer technical assistance programs on bank erosion and bank protection.

(7) Serve as support for review of permit actions.

(8) Provide hydraulic expertise for maintenance of navigation structures.

(9) Provide modeling capabilities in reservoir system design, operation, forecasts and real time data management.

(10) Review VE proposals.

(11) Manage all projects designated and related to hydraulic and hydrologic engineering.

(12) Develop analytical hydrologic and hydraulic analysis and prepare text, maps, and tables for flood insurance studies.

(13) Prepare technical studies for other Federal, state, and local governments under the authority of Executive Order (EO) 11296, Sections 14, 107, and 108.

(14) Determine water surface profiles for flood protection projects during survey, advance design, and operational phases. These analyses are based on use of sophisticated models such as HEC-1, HEC-2, DWOPER and UNET.

(15) Develop models to predict consequences of dam failures for dam safety analysis and flood emergency plans, including Section 22 projects.

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(16) Perform necessary hydrologic studies for hydropower projects.

(17) Provide technical advice to agencies and individuals related to streambank erosion.

(18) Work with Committee to Assess Regulating Structures (CARS) on flow regulation structures regarding navigation concerns.

(19) Develop and maintain numerical models such as REDSED and MOBED-1 to use and interpret sedimentation data as related to reservoirs. Potamic studies are developed which include selection of models such as TABS-2 which require data analysis and calibration. These studies require extensive coordination with Operations Division, Planning Division, and other agencies, such as U.S. Fish and Wildlife Service.

(20) Review permit applications in relation to impact on flood height and drift; meet with representatives of varying interests and the applicant to develop acceptable projects under Sections 10 and 404 authority.

(21) Review VE proposals.

(22) Support and help refine Environmental Management Program (EMP) studies including coordination and study management.

(23) Support the Long Term Management Plan (LTMP) studies by evaluating dredge disposal sites and providing hydraulic data for permit applications.

(24) Provide support for Independent Technical Reviews.

d. Water Control Section.

(1) Plan, direct, and conduct reservoir regulation studies on new projects and existing projects.

(2) Collect meteorologic and hydrologic field data plus other remote sensed data and develop flood control reservoir operation plans for authorized projects and projects under study in survey cope status. Prepare reservoir regulation manuals in accordance with existing requirements of higher authority.

(3) Evaluate effectiveness of flood control reservoirs in the reduction of downstream damages and prepare reports for higher authority.

(4) Prepare daily operation instruction for outflow rates from flood control reservoirs and 11 navigation dams on the Mississippi River, and flood forecasts for the Illinois Waterway.

(5) Prepare forecasts of all river stages and stream flow for district use only, submit flood reports to higher authority and maintain liaison with National Weather Service; during emergency flood operations

direct the district Flood Intelligence Program including dissemination of current rainfall, river stages, and general weather information to district elements.

(6) Conduct the stream gaging program, rainfall program, ground water observation program and programs for all other remote sensed data for collection of basic hydrologic data and direct application.

(7) Administer the District Cooperative Stream Gaging Program in conjunction with the U.S. Geological Survey in a cost effective manner.

(8) Conduct field investigations and design work in the installation of real time data collection systems.

(9) Be responsible for installation/maintenance of the Data Collection Program (DCP) network in the District.

(10) Prepares real time operational models for navigation dams and reservoirs utilizing remote sensed data.

(11) Coordinates water related functions (i.e. drought, flood emergency water activities) with related state and Federal agencies.

(12) Develops flood warning system for projects in design phase.

(13) Prepares scopes of work and administers same for associated water related needs and reports.

(14) Conduct dam safety training at project sites.

(15) Coordinate interagency requirements for water supply and hydropower needs from district projects.

(16) Serves as the data collection manager for the water control computer.

(17) Coordinate water control data dissemination to all other districts.

e. Water Quality and Sedimentation Section.

(1) Develop and administer Water Quality Monitoring Program for water resource projects designed and operated by the Corps of Engineers.

(2) Develop and administer the district Sedimentation Program.

(3) Establish and administer contracts for water quality sedimentation and bioassay analyses and studies.

(18) Maintain comprehensive network and train all observers.

- (4) Train and instruct contract sediment sampling observers.
- (5) Prepare necessary reports to the Water Resources Branch at CENCD and the Hydraulics Branch at HQUSACE regarding water quality and sedimentation.
- (6) Prepare and present factual data related to water quality and sedimentation for release to the public, including public meetings and hearings.
- (7) Organize and conduct seminars and professional meetings on water quality.
- (8) Provide technical assistance to project managers and other elements of the Engineering and Operations Division regarding water quality issues. Support dredging, EMP, and planning studies through a combination of field and office based technical activities. Provides engineering support including development of mathematical models to assess impacts of project modification.
- (9) Assist other district elements in their need for water quality data including data necessary to obtain Section 401 water quality certification for dredging and other water resources projects.
- (10) Provide technical expertise to other district elements regarding the National Environmental Project Act (NEPA), the Clean Water Act (CWA), and Section 404 compliance.
- (11) Coordinate with local, state and Federal agencies involved in water resource issues.
- (12) Provide factual data on water quality and sedimentation to other hydrology/hydraulic elements required for project assessment.
- (13) Provides technical assistance to other district elements where projects dealing with hazardous and/or toxic materials, groundwater investigations and contract laboratory analyses are involved.
- (14) Plan, direct, and conduct all field studies involving collection and analysis of surface water quality, ground water quality, suspended sediment and deposited sediment samples.
- (15) Maintains water quality, suspended sediment and deposited sediment data for all District projects in a relational data base. Provides data summaries, analyzes and interprets data for other District elements upon request.

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(16) Maintain and utilize mathematical models for the purpose of determining impacts of project-related activities on water quality. Models include CETHERM-R1, CEQUAL-R1 TWQM and SSTFATE.

(17) Periodically sample, interpret and report results of drinking water throughout the District as per District Memo 385-1-11.

(18) Serve as District Quality Assurance Management Program Coordinator for all environmental data collection activities as per ER 1110-2-27.

(19) Provide support for Independent Technical Reviews.

6. Survey Branch.

a. Office of the Chief.

(1) Direct, schedule, administer, coordinate and supervise all activities of the branch. Prepare budget requests and submit personnel action requests to Engineering Division for approval.

(2) Provide technical review and input to scopes of work for Architect-Engineer (A-E) contracts.

(3) Review Value Engineering (VE) proposals and provide input to study teams as needed.

(4) Responsible for topographic, control, cadastral, route, geodetic, construction layout, property boundary, earthwork, structural alignment, and special engineering survey work for the accomplishment of engineering designs and studies for Civil Works (CW). Work is accomplished either by hired labor forces or contract forces.

(5) Responsible for in-house and A-E contract surveying and mapping work required for Military Construction (MILCON) projects, including DERP.

(6) Responsible for providing technical expertise in surveying and mapping issues in support of other district elements and government agencies including remote sensing and Geographic Information System technology.

(7) Provide expert witness for matters pertaining to boundary surveys and disputes for the district.

b. Office and Support Section.

(1) Develop right-of-way requirements for projects.

(2) Prepare and issue engineering rights-of-way drawings for construction and operation of local cooperation projects.

(3) Prepare specifications and technical requirements for contract surveys and contract mapping involving field and photogrammetric techniques. Maintain an associated depository for aerial photographic material. Review completed contracts for specification compliance.

(4) Perform computation for plotted data for sedimentation surveys, structural condition surveys, and special stream flow studies and measurements.

(5) Design, compile, and process all real estate planning maps, segment or preliminary project maps, topographic maps, final project maps and individual land tract plats. Make computation of whole or severed tracts or land required for projects. Prepare legal land descriptions as a basis for acquisition of land interest.

(6) Compile and process planimetric, topographic, and photogrammetric maps and drawings for inclusion in preliminary survey and design memoranda reports.

(7) Make and verify computations for all of the above.

(8) Responsible for contouring and control annotation of channel survey maps produced by OD-MC.

(9) Responsible for plan and profile and contour maps of wing and closing dams, utilizing OD-MC survey data.

(10) Responsible for answering topographic and photogrammetric data inquiries from other agencies and other technical interests.

(11) Provide cadastral survey advice and assistance to Real Estate Division.

c. Execution and Compliance Section.

(1) Perform all aspects of field survey work for numerous types of surveys including geodetic, cadastral, control, route, structural alignment and conditions, topographic, and property boundary surveys.

(2) Direct activities of contract survey personnel.

(3) Monitor and perform field checks on the activities of contractors for both CW and MILCON projects.

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(4) Perform topographic, utility locations, and as-built surveys for MILCON and DERP projects.

(5) Responsible for land-based control survey support for hydrographic surveys performed by OD-MC.

(6) Provide support for Independent Technical Reviews.

APPENDIX O

CONSTRUCTION DIVISION (CENCR-CD)

1. Office of the Chief.

- a. Serve as Program Manager for construction contract administration and execution.
- b. Supervise and direct all activities of the Construction Division and Area Offices.
- c. Act as consultant to the Commander in the formulation of construction policy and supervise the activities of field offices inspecting construction performed by contract.
- d. Analyze all construction problems and furnish advice or proper action.
- e. Provide administrative and technical supervision and support to field and project offices.

2. Quality Assurance Branch.

- a. Provide administrative and technical support to field offices.
- b. Review plans and specifications prior to and during advertisement.
- c. Coordinate with the Programs and Project Management Division, Engineering Division, and Operations Division, in the formulation of construction programs and schedules. Maintain funding data and prepare estimates of expenditures.
- d. Compile information for budget statements for Project Office costs, Construction Performance Summary reports, and miscellaneous obligation documents.
- e. Receive, review, and process contractors' payment estimates.
- f. Compute or check quantity calculations of contractor's earnings.
- g. Receive, review, and process contract close-out documents.
- h. Coordinate training requirements for Construction Division and field offices.
- i. Prepare special construction and progress reports.

3. Contract Administration Branch.

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a. Collect data from the field projects and District technical divisions in connection with preparation of contract modification. Prepare findings of fact and/or Business Clearance Memorandum (BCM) in support of contract modifications. Review all Government estimates for field change orders. Negotiate price adjustments involving contract modifications in excess of \$100,000.00.

b. Provide contract administrative support to field offices and review all field-prepared contract modifications.

c. Review claims and appeals and make technical recommendations. Participate in preparation of Contracting Officer decisions involving matters of dispute.

d. Process contractors' submittal of plans of operation and shop drawings and prepare correspondence on required actions.

e. Conduct the technical portion of pre-award surveys and evaluations thereof for construction contracts, perform line item review (technical analysis) of bids received, analyze bids received to identify the presence or absence of unfair bidding practices.

f. For negotiated construction contracts, reviews contractor proposals and Government estimates, prepares BCMS, and negotiates same.

4. Area Offices.

a. Central Area Office.

(1) Provide supervision, administration, and inspection of all construction, relocation, and hired labor contracts of that portion of the Mississippi River from Lock and Dam 11 through Lock 19 (including the construction work in those pools); and portions of the states of Illinois, Iowa, Wisconsin, and Minnesota, delineated within the boundaries of the Rock Island District.

(2) Perform quality assurance inspections to ensure compliance with the quality defined by the contract plans and specifications.

(3) Perform contract administration (EP415-1-260).

(4) Provide supervision and oversight the the Western Resident Office.

b. Eastern Area Office.

(1) Provide supervision, administration, and inspection of all construction, relocation, and hired labor contracts of the majority of the state of Illinois to include the Illinois Waterway, portions of Wisconsin, that portion of the Mississippi River between Lock and Dams 19 and 22 and the protion of Missouri delineated within the boundaries of the Rock Island District.

(2) Perform quality assurance inspections to ensure compliance with the quality defined by the contract plans and specifications.

(3) Perform contract administration (EP415-1-260).

(4) Provide supervision and oversight the the Southern Project Office.

5. Mobilization. Construction Division and area offices would continue the same basic functions with increased numbers of projects and project value. Exact structure of the organization will depend upon the taskings by the military using agency.

APPENDIX P

OPERATIONS DIVISION (CENCR-OD)

1. Office of the Chief.

- a. Manage and direct all of the division activities.
- b. Act as Program Manager in the obligation and expenditure of Operation and Maintenance (O&M) funds and for physical execution of the program.
- c. Serve as consultant to the Commander in the formulation of policies concerning the division, and to the Engineering Division in regard to operational features of projects.
- d. Maintain liaison with states and other agencies who are concerned with channel maintenance and dredged material disposal policy.
- e. Prepare budget data for activities managed by the Operations Division, control the utilization of resulting funds, and within established guidelines, prepare justified requests for additional fund requirements.
- f. Provide priority guidance and policy direction to budget preparation and subsequent reprogramming efforts.

2. Management Support Branch.

- a. Consolidate O&M budgets submitted by O&M Project Managers into a district prioritized budget. Allocate funds received to projects and execute such reprogramming actions as may be required in accordance with established guidelines.
- b. Manage the Operations Division portion of the Plant Replacement and Improvement Program (PRIP).
- c. Track the FTE utilization by the Division and propose to the Division chief allocations of FTE's among the Projects and Branches.
- d. Track various Command Management Review (CMR) data items for the division such as Performance Appraisals for timeliness, Awards distribution.
- e. Prepare internal management data displays to assist Project Managers and the Division Chief to efficiently execute their missions.
- f. Prepare Performance Measurement or Indicator reports for the Division for submission to higher authority.

g. Manage the supporting databases for the division's business processes.

h. Develops plant rental rates for revolving fund-owned plant.

i. Compile, prepare, and distribute reports and notices on matters dealing with commercial navigation and statistics; input, extract, and assist in development of the District Operations and Maintenance of Navigation Installation system.

j. Provide a POC and coordination with Marine Design Center for all District floating plant design.

k. Provide administrative support for the Headquarters branches.

3. Technical Support Branch.

a. Office of the Chief.

(1) Supervise and direct the activities of the Branch.

(2) Provide administrative support for Branch.

(3) Prepare a budget for the Branch activities.

b. Provide technical support and policy guidance/advice the the Project Managers and Chief of the Division on Maintenance Management issues.

(1) Manage the District Maintenance Management Program.

(2) Manage the District Pressure Vessel Testing Program.

(3) Manage the District Energy Conservation Program.

(4) ERGO

(5) Manage the District Buried Fuel Tank Monitoring Program.

(6) Review all acquisition actions for District plant.

(7) Manage the District Radon Testing Program.

(8) Manage the District Asbestos Removal Program.

(9) Provide Crane Specialist support to the District.

c. Provide other engineering advice and assistance to projects, either through personal efforts or through coordination with Engineering Division.

(1) Technical coordination of projects in behalf of Project Managers with other District Headquarters elements.

(2) Job Order Contract work order processing.

(3) Prepare cost estimates for reimbursable damage to Government structures, verify billings for damage claims, and coordinate all damage claim information with the appropriate offices.

(4) Provide technical advice and expertise to other District elements for structural repair work being performed by contractors.

(5) Perform the technical review of permit applications associated with the Upper Mississippi River and tributaries.

d. Manage the District Maintenance Dredging Program for nine-foot navigation projects on the Mississippi River and Illinois Waterway, and the district's small boat harbors.

(1) This includes performance of reconnaissance surveys, and providing quality assurance inspections of dredging operations. Serve as operations point of contact with environmental agencies to effect necessary coordination for dredge material placement.

(2) Prepare plans and specifications for routine channel and small boat harbor dredging contracts.

(3) Provide budgetary input to the Project Managers for all dredging and hydrographic survey needs.

(4) Manage the Channel Maintenance Reconnaissance and Hydrographic Data Collection Program for the nine-foot navigation projects on the Mississippi River and Illinois Waterway.

(5) Manage the Hydrographic Data Collection (i.e., depth measurement) for all District projects including HREP project surveys accomplished during winter ice season.

(6) Coordinate with Engineering Division for survey assistance, as required.

(7) Determine dredging requirement feasibility and obtain Government and/or contractor dredging capability for all District maintenance dredging projects.

(8) Coordinate all environmental considerations and obtain necessary permits for all District maintenance dredging.

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(9) Perform inspection and supervision necessary to assure environmental compliance with permit conditions for maintenance dredging.

(10) Provide inspection and quality assurance for Illinois waterway contract maintenance dredging.

(11) Provide Operations Division liaison to Engineering Division/Planning Division for studies and contracts pertaining to all dredging projects. Serve as district's dredging experts.

(12) Provides input to national dredging studies at WES and other labs and serves on field review groups for oversight review of such studies.

(13) Provide comments on permit requests impacting on navigation and project maintenance.

(14) Maintain liaison with U.S. Coast Guard relative to commercial navigation.

(15) Obtains dredging data input from appropriate District elements for compilation and transmittal to the national dredging data base.

e. Provide technical and policy guidance to Project Managers on Natural Resources and Recreation Management issues.

(1) Natural Resource management including forestry, shoreline management, land management, aquatic plant control.

(2) Recreation issues including analysis of use fees and

(3) Pesticide and herbicide programs.

(4) Administer District sign programs. This includes sign inventory, sign procurement, and sign inspection.

(5) Formulate policy for program areas and forward to field projects for implementation.

(6) Participate in national level policy making and review for present program areas and new program areas.

(7) Review and coordinate with other District elements the Operational Management Plans (OMP) for the lake projects and the Mississippi River.

(8) Review and provide input for design and specifications of new construction plans developed for new recreation facilities on project lands.

- (9) District Interpretive Program.
- (10) Marina Inspection Program.
- (11) Water/Boat Safety Program.
- (12) Boat Patrol Program.
- (13) Encroachment Program.
- (14) Real Estate Coordination.
- (15) Cooperating Association Program.
- (16) Brochure design and coordination.

e. Provide assistance to the District Emergency Operations Center during emergency operations.

4. Regulatory Functions Branch.

a. Office of the Chief.

(1) Serve as the regulatory program manager and primary advisor to the District Commander regarding regulatory issues within the district.

(2) Manage and supervise the District Regulatory Program under provisions of Sections 9 through 20 of the Rivers and Harbors Act of 1899, Section 404 of the Clean Water Act (CWA), and other applicable laws, Executive Orders, regulations, etc. Plan, program, direct and evaluate program effectiveness. Act as lead District, for regulatory matters in Iowa and Illinois.

(3) Ensure that the regulatory program is directed toward improving and enhancing the physical, biological integrity of the nation's water resources and that the regulated activities in these waters are in the best interest of the people, considering environmental, social and economic concerns.

(4) Initiate actions to implement directives from higher headquarters and/or directed towards the effective, efficient and consistent application of the regulatory program.

(5) Manage and supervise the inspection program of completed Federal flood protection projects; supervise the inspections of privately-built flood protection projects in the district, except those in the Illinois Waterway Project Office area.

(6) Provide supervision for the collection of waterborne commercial statistics and updating of river charts and navigation bulletins.

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(7) Contract for work when appropriate which is in excess of that which could be completed with in-house labor.

(8) Provide branch budgetary data/justification.

b. Enforcement Section.

(1) Supervise and direct all activities of the section.

(2) Enforce various statutory authorities of the Corps Regulatory Program where there are unauthorized activities. Recommend restoration/mitigation, prepare factual litigation materials, recommend legal action, and testify in Federal court as expert witness on enforcement cases. When appropriate evaluate after-the-fact permit applications for enforcement cases.

(3) Determine jurisdictional boundaries, inspect permitted activities, investigate permit violations, and enforce permit conditions.

(4) Review inquiries from Federal, state, and local agencies and the general public to determine whether a particular activity falls within the nationwide permit categories or requires an individual permit.

(5) Review applications for discharge permits (Section 402 of the Federal Water Pollution Control Act), inspect proposed sites and comment to appropriate state or Federal Environmental Protection Agency to ensure that anchorage for navigation of navigable water would not be substantially impaired if the discharge were permitted.

(6) Determine extent of the nation's navigable waters (i.e., provide input into navigability studies).

(7) Gather and input data into the District Automated Permit Management System.

(8) Direct and participate in annual inspection of local flood protection projects, except in the area of the Illinois Waterway Project Office; assure project maintenance and operation complies with agreements and assurances.

(9) Compile, prepare, and distribute reports and notices on matters dealing with commercial navigation and statistics; input, extract, and assist in development of the District Operations and Maintenance of Navigation Installations system.

(10) Responsible for updating river charts and navigation bulletins.

c. Permit Evaluation Section.

(1) Supervise and direct all activities of the section.

(2) Review applications and inquires to determine case specific applicability and limits of Corps of Engineers' regulatory jurisdiction, and type of authorization required.

(3) Process joint applications in accordance with 33CFR, Part 320-330, and appropriate laws and regulations (NEPA, NHPA, ESA, 401 CWA, WSRA, 404b(1) Guidelines, etc.) distribute public notices, evaluate public interest and environmental factors, prepare environmental and factual documentation, issue and deny permits, ensure compliance with permit special conditions.

(4) Prepare, coordinate and participate in permit public hearings.

(5) Process General Permits on a regional basis.

(6) Develop, maintain, and coordinate joint application packets with Corps and state regulatory agencies in Iowa and Illinois.

(7) Coordinate and provide advice on district pollution control responsibility.

(8) Report oil spills to appropriate agencies.

(9) Provide technical expertise; i.e., water quality, National Environmental Protection Act, CWA, and Section 404 compliance, to other elements of the district.

(10) Gather and input data into the District Automated Permit Management System.

5. Mississippi River Project Office.

a. Office of the Project Manager.

(1) Operate the LeClaire Base complex, including site facility engineering, safety management and security management.

(2) Supervise and direct activities at Mississippi River locks and dams; make periodic structure inspections.

(3) Assist in preparing, or review, direct cost estimates of maintenance work for inclusion in the Government estimates for fund requirements.

(4) Furnish technical assistance in the drafting and negotiation of contracts and fund requirements for operation, maintenance, repair, and rehabilitation of 22 locks and 18 dams.

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(5) Supervise, inspect, and direct activity at Mississippi River recreation areas and the visitor center located at Lock and Dam 15.

(6) Plan, direct, and budget for operation and maintenance of all branch facilities; includes fee title lands management, forest management operations, shoreline management operations, user fee, special programs revenue and data management operations, pollution control, vector control, debris removal, fire suppression, law enforcement and law enforcement cooperative agreement management, liaison maintenance with five (5) Federal Court Districts, outgrant management in coordination for recreational leases and lands in the 1963 Cooperative Agreement with the U.S. Fish and Wildlife, real property management, erosion control, response to national and natural disasters, and other related natural resource management parameters.

(7) Develop annual and multi-year plans for the operations and maintenance activities of the project and present those plans to the district staff.

e. Locks and Dams 11-22.

(1) Operate locks and dams structures.

(2) Responsible for accomplishing overall maintenance and making minor repairs.

(3) Make observations and record data for Engineering Division from instruments installed in structures in service.

c. Ranger Stations (5), within the geographic vicinity of the station.

(1) Operate and maintain recreation areas along the Mississippi River.

(2) Monitor and review operational plans of recreation facilities on Corps land managed by others, including implementation of marina safety inspections at all 15 marina operations existing on Corps' fee title lands.

(3) Administer rules and regulations governing public use of the project.

(4) Maintain directional and informational signs.

(5) Collect, assemble and report statistical data on project usage.

(6) Maintain an interpretive capability; present programs germane to the Corps mission to groups and general public. Market Corps recreational and natural resource mission and facilities as appropriate.

- (7) Implement resource management objectives presented in OMP.
 - (8) Provide personnel to respond to national and natural disasters.
 - (9) Coordinate, negotiate/maintain 9 law enforcement cooperative agreements with local law enforcement agencies for supplemental law enforcement coverage in Corps of Engineers' administered recreation sites.
 - (10) Coordinate water safety program, to include marketing, public information, and scheduling patrol activities with ILDOC, IADNR, U.S. Coast Guard, Rock Island County Sheriff's Department and others as appropriate.
 - (11) Operate and maintain the Mississippi River Project Visitor's Center.
 - (12) Manage the Cooperating Agency Memorandum of Agreement with the Mississippi Valley Welcome Center Council for the benefit of the Mississippi River Project's interpretive, water safety, natural resource and recreational missions.
 - (13) Maintain and inspect government boundary, investigate and resolve encroachments.
 - (14) Administer service contracts for fee collection, mowing, cleaning, and refuse removal from all Corps administered recreational facilities.
- d. Maintenance Unit
- (1) Manage and perform the district's hired labor structural repair program for locks and dams on the Mississippi River, and three reservoir structures in Iowa.
 - (2) Maintain navigation channel regulating structures and bank protection.
 - (3) Maintain Corps-responsible levees and drainage canals.
 - (4) Perform and/or inspect work under Public Law (PL) 99 and 606, Section 14 of the 1946 Flood Control Act, and Section 208 of the 1954 Flood Control Act (except in those areas assigned to Illinois Waterway (ILW)).
 - (5) Perform removal of minor emergency channel shoaling restrictions.
 - (6) Perform miscellaneous maintenance and construction at project sites throughout the district.

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(7) Position buoys marking the navigation channel on an emergency basis for the Coast Guard.

(8) Secure necessary permits to perform the above functions.

(9) Perform emergency maintenance and reconstruction of project sites throughout the district.

(10) Provide personnel to the District EOC during natural disasters.

(11) Manage section activities.

(12) Provide hired labor maintenance services to all District activities requiring plant maintenance support.

(13) Provide machine shop support to all district elements.

(14) Provide transportation support to other district elements.

(15) Establish surplus property condition codes for administrative vehicles, construction equipment and floating plant.

e. Forest Management.

(1) Manage all forested resources (54,000 acres) on Corps fee title lands along the Mississippi River to include forested resources on Cooperative Agreement Lands.

(2) Coordinate with and participate in OSIT, WHAG, HREP, EMP, and other district efforts where forest resource may be impacted and forestry expertise may be required.

(3) Manage and update natural resource base GIS information.

(4) Hold annual coordination meetings on forest resource management with ILDOC, IADNR, WIDNR, MODOC, USFWS, and other special interests.

(5) Provide consultant forestry services to other district elements, other river districts to include St. Paul and St. Louis Districts, and to the Army Material Command's Savanna Depot Activity.

(6) Develop and implement the OMP, Part 1 for natural resource management.

f. Shoreline Management.

(1) Administer the shoreline management program for private recreational structures and erosion control structures in river pools 11-22, managing databases and issuing, renewing, and reviewing Shoreline Use Permits in 52 Limited Development Areas (LDAs).

(2) Coordinate permit actions with other district elements to include OD-S, RE-M, and PD. Insure that close interface with RE-M's Special Use License program is maintained.

(3) Maintain LDA boundaries and inspect and resolve permit violations and encroachments within same.

7. Illinois Waterway (ILW) Project Office, Peoria, IL.

a. Office of the Chief.

(1) Supervise and direct all activities of the ILW Project Office.

(2) Responsible for compliance with regulations, guidance and policy.

(3) Prepare budget request for Project Office.

(4) Perform technical review of permit activities associated to the Illinois Waterway and its tributaries.

(5) Review and provide input for design and specifications of new construction plans developed for new projects or rehabilitation sites along the waterway.

(6) Responsible for levee inspection as directed by the district headquarters regulatory inspection and surveillance functions, flood control, and maintenance along the ILW from Lake Street on the Chicago Sanitary Ship Canal and 130th Street on the Cal-Sag Channel to Mile 80 on the Illinois River and tributaries thereto, within the boundaries of the Rock Island District.

(7) Manage the district Diving Program.

(8) Supervise, inspect, and direct activity at associated recreational areas and the visitor center located at Starved Rock Lock and Dam.

(9) Plan, direct, and budget for operation and maintenance of all branch facilities; includes land, forest and wildlife conservation, lakeshore management, pollution control, vector control, debris removal, fire suppression, law enforcement, outgrant management, real property management, erosion control, response to national and natural disasters, and other related natural resource management parameters.

b. Administration and Technical Support Section.

(1) Provide data and justification for the budgetary needs of the Project Office.

(2)

(2) Inspect active permit construction and investigate violations for the Regulatory Functions Branch.

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(3) Inspect hired labor operations and contract construction performed within the area for compliance with prescribed standards and policies.

(4) Perform annual inspections of local flood protection projects and ensure that such maintenance and operation complies with agreements and assurances.

(5) Perform supervision of hired labor construction of dikes, channel improvements, related flood control and navigation work.

(6) Prepare estimates, supervise, and inspect work performed by equipment rental contracts under Public Laws 99 and 606, Section 14 of the 1946 Flood Control Act, and Section 208 of the 1954 Flood Control Act.

(7) Make observations and record data requested by Engineering/Planning Division at various sites.

(8) Compile and prepare statistical data and distribute to various organizations and to the public.

(9) Maintain river gauge sites.

(10) Assist in preparing, or review, direct cost estimates of maintenance work for inclusion in the government estimates for fund requirements.

(11) Furnish technical assistance in the drafting and negotiation of contracts and fund requirements for operation, maintenance, repair, and rehabilitation of 8 locks and 7 dams.

c. Maintenance Section (ILW).

(1) Maintain and repair all navigation locks and dams on the ILW, including carpentry, electrical, metal, concrete, and painting work.

(2) Perform channel maintenance dredging and disposal on the ILW as required.

(3) Construct and maintain revetments.

(4) Fabricate new wickets and rehab old wickets for the Peoria and LaGrange Dams.

(5) Prepare reimbursable cost estimates for damage caused by navigation at lock structures.

(6) Prepare requisitions for equipment, materials, supplies and parts to accomplish major repairs.

(7) Provide machine shop support.

(8) Operate and maintain floating and land plant equipment.

(9) Operate the site administrative vehicle pool, supervise all maintenance and repair of mechanical equipment, including motor vehicles and heavy construction equipment.

(10) Perform preventative maintenance inspections and supervise all maintenance and repair of mechanical equipment, including motor vehicles and heavy construction equipment.

(11) Maintain grounds and buildings at project office and remote radio repeater sites.

(12) Maintain Farmdale and Fondulac Reservoir sites.

b. Illinois Waterway Locks (8).

(1) Operate locks and dams structures.

(2) Responsible for accomplishing overall maintenance and making minor repairs.

(3) Make observations and record data for Engineering Division from instruments installed in structures in service.

c. Natural Resources Manager.

(1) Administer rules and regulations governing public use of project lands.

(2) Maintain directional and informational signs.

(3) Collect, assemble, and report statistical data on project usage.

(4) Maintain interpretive program presenting programs about project, Corps mission to groups and the general public.

(5) Implement resource management objectives in project Operational Management Plans (OMP).

(6) Provide personnel to respond to national and natural disasters.

d. Lake Projects.

(1) Prepare and coordinate with other district elements the OMP for the lake projects and the Mississippi River.

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(2) Review and provide input for design and specifications of new construction plans developed for new recreation facilities on project lands.

(3) Plan, direct, and budget for operation and maintenance of all branch facilities; includes land, forest and wildlife conservation, lakeshore management, pollution control, vector control, debris removal, fire suppression, law enforcement, outgrant management, real property management, erosion control, response to national and natural disasters, and other related natural resource management parameters.

(4) Operate and maintain district dam sites. Make instrument observations and record the data to assist the Engineering Division.

(5) Operate and maintain public use areas at the project.

(6) Monitor the operation of recreation facilities on Corps land managed by others.

(7) Administer rules and regulations governing public use of the project.

(8) Maintain directional and informational signs.

(9) Collect, assemble, and report statistical data on project usage.

(10) Maintain an interpretive capability; present programs about project topics to groups and to the general public.

(11) Implement resource management objectives present in Lake Project OMP.

(12) Update the project Mobilization Plan and provide personnel to respond to national and natural disasters.

APPENDIX Q

REAL ESTATE DIVISION (CENCR-RE)

1. Office of the Chief.

a. Administrative.

(1) Administer and direct all real estate activity for Rock Island District.

(2) Administer and direct real estate acquisition, management, and disposal activities in support of Military Construction and Mobilization.

(3) Determine rate of progress of performance assigned missions through review of progress reports. Devise exception reports, as necessary, to assure mission accomplishment.

b. Legal.

(1) Provide legal assistance to all real estate branches concerning their functions.

(2) Take necessary action in connection with the relocation, abandonment or vacation of highways, railroads, utilities, cemeteries, and town sites.

(3) Close direct purchase and acquisition cases, render title opinions and review final title assemblies.

(4) Attorney Advisor (Real Property) acts as Real Estate Claims Officer. Investigate and prepare reports on claims and litigation matters resulting from the use and occupancy of real estate, make recommendations as to settlements thereof, and coordinate with District Counsel.

(5) Review and recommend acceptance or rejection of offers of settlement in connection with condemned properties. Work closely with U.S. Attorneys, and represent the Corps of Engineers at condemnation trials.

(6) Prepare attorney's reports.

2. Acquisition Branch.

a. Acquire lands and interest in lands for Federal projects.

b. Acquire real property or interest therein needed for military purposes in accordance with existing approved plans and support agreements.

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c. Review offers of settlement proposed in connection with condemned properties and make recommendations with respect thereto.

d. Provide relocation assistance to owners and tenants displaced because of the acquisition of their homes, businesses, and farms; process appeals, pursuant to the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, Public Law (PL) 91-646.

e. Prepare and monitor contracts for local cooperation as to Federally-assisted programs.

f. Review local sponsors conveyances to certify right-of-way availability and sufficiency. Certify and approve sponsor's Real Estate costs for project costs.

g. Review, coordinate, and process all claim and litigation matters resulting from the use and occupancy of real estate.

h. Administer contracts for procurement of title evidence.

i. Prepares Finding and Determination Statements for DERP projects.

j. Prepare and monitor contracts for local cooperation as required by PL89-99 in emergency situations.

k. In connection with relocation of utilities, roads, railroads, etc. prepare relocation contracts.

3. Appraisal Branch.

a. Prepare real estate cost estimates and gross appraisal on proposed federal acquisition and disposal projects. Prepares that portion of said reports describing real estate requirements.

b. Prepare, review, and approve real estate appraisals for acquisition, outlease, inlease, disposal, damage claim, and unauthorized use.

c. Furnish expert testimony as to land values in Federal Courts.

d. Establish rental rates for Government-owned quarters rented to Federal employees.

e. Administer contracts for purchase of expert appraisal services and for appraisal reports.

f. Review and approve applications for reimbursement of expenses incurred in selling or buying a residence at an old official duty station and buying a residence at a new official duty station.

g. Furnish cost estimates of comparable replacement dwellings in connection with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, PL 91-646.

h. Prepare planning and appraisal reports, as required, by established mobilization priorities.

i. In implementation of Project Cooperation Agreements, participates in selection and approval of local appraiser and reviews/approves or disapproves local appraisal reports for acquisition and credits.

4. Management and Disposal Branch.

a. Develop, plan, and administer the program for use by others of real property of the Corps of Engineers during the time that property is not needed for project purposes; or for the joint utilization of property where the use by others is compatible with public use for which the property is held and with the Project Resource Management Plans.

b. Negotiate, advertise and process applications for the use of Government real property by others. Prepare all outgrant instruments.

c. Perform and/or supervise periodic inspections and outgrant management to determine compliance with provisions of outgrants and protection of the public interest.

d. Perform utilization inspections to ensure that Civil Works lands and improvements are utilized efficiently and in the best interest of the public. Determine propriety and extent of utilization of real property occupied and/or controlled by the Department of the Army and recommend corrective action when needed.

e. Develop, plan and administer various programs for disposal of real property.

f. Conduct the disposal of buildings and other improvements at projects involving land acquisitions.

g. Provide information to all grantees regarding Department of the Army permit requirements.

h. Coordinate land management and disposal functions with Federal, state, and local governmental agencies, civic groups and other interested parties to ensure good public relations.

i. Issue notice for cancellation of outgrants not compatible with mobilization requirements.

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j. Report excess property and facilities not required for national defense purposes to General Services Administration and dispose of such property.

k. Prepare plans for reactivating of industrial and non-industrial facilities currently in standing or inactive status.

l. Prepare reports on Federal litigation relating to management and disposal of real property.

m. Take action to resolve any encroachment or unauthorized use on Federal real property.

5. Planning and Control Branch.

a. Plan the Real Estate Program and develop estimates and schedules for real estate activities, including estimate of funds required for personal services; has primary responsibility for control of allotted funds.

b. Determine the degree of effectiveness and economy of program execution and initiate action to correct deficiencies of Real Estate activities.

c. Budget and control funding for all Real Estate Civil Works activities.

d. Review and analyze reports and supervise preparation of special reports and statistical data.

e. Prepare reports as required by approved mobilization plans and support agreements.

f. Initiate personnel actions for additional real estate personnel in accordance with Mobilization Table of Distribution Allowance.

g. Budget and control funding for required real estate support of military activities.

h. Estimate the resources, including work year, required to execute the planned program and analyze the degree of effectiveness and economy of program execution, including comparison of performance of activities with activities scheduled.

i. Prepare Real Estate Design Memoranda and other planning documents for projects involving Government acquisition of interest therein.

j. Initiate preparation of various types of maps and plates relating to real estate acquisition, management, and disposal actions and recommend approval thereof.

k. Compile and maintain the official real estate historical, statistical, and cartographic library of all lands and lesser interests in lands owned by the U.S., inleashed land use, and the subsequent disposal of title to lands or interests in lands, including termination of inleashes; maintain real property accountability records required by 40 U.S.C. 49; 40 U.S.C. 486(b); and 40 U.S.C. 487(c), as implemented by Chapter 13 of ER 405-1-12.

l. Review previous inventory reports, compile necessary data to update/correct the real property inventory, additional acquisition of disposal; process the inventory report.

m. Maintain data ledgers reflecting the changes in real property required for the Payments In-Lieu of Taxes report required by Public Law 94-565, to accomplish updating of the report.

n. Maintain records of real estate activity; submit recurring and special reports of real estate data relating to acquisition, management and disposal activities.

o. Audit all tracts acquired for Federal land acquisition. Determines that all lands have been acquired pursuant to authorizing directives, legal conveyance instruments, and court documents.

APPENDIX R

PLANNING DIVISION (CENCR-PD)

1. Office of the Chief.

a. Advise the Commander and District staff on all Civil Works (CW) planning and policy matters.

b. Manage, program, budget, and coordinate all CW planning studies in concert with the Programs and Project Management Division. Also manage, program, budget and coordinate the District Flood Plain Management Program.

c. Prepare, coordinate, and process planning reports and basic master plans to higher authority.

d. Maintain surveillance of CW policy and legislation which affects the District, and coordinate CW planning and policy with other District elements, agencies and programs.

e. Manage preparation and monitor execution of the Planning Division's program budget and schedule for all activities assigned to Planning Division. Ensure there is effective and efficient use of resources, that funds are used only for the purpose specified, and that technical and administrative restrictions are not violated.

f. Manage and coordinate the preparation of environmental assessments, environmental impact statements, and associated documents required for feasibility studies, implementation studies, operation and maintenance activities, regulatory activities, and real estate outgrant program associated with District CW projects. Review and provide technical support for District regulatory activities.

g. Manage and coordinate the economic, social and financial analysis for District feasibility studies, implementation studies, regulatory programs, and operation and maintenance support activities; and provide financial analysis for cost sharing arrangements.

h. Ensure compliance with the Environmental Policy Act of 1969, the National Historic Preservation Act (as amended in 1980), and all other environmental and historical mandates for all District activities.

i. Coordinate Planning Division public involvement and coordination programs with appropriate agencies, with state and regional planning agencies, including Executive Order (EO) 12372 and Public Law (PL) 534 (1944 FCA) requiring coordination with the Governor or his designee of Federal water resource activities.

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j. Maintain liaison with congressional representatives, representatives of other Federal agencies and states, local organizations and individuals concerned with matters relating to District water and related land resource development and management programs.

k. Responsible for review of all reports, congressional inquiries, and associated correspondence prepared in the Planning Division with particular regard to adequacy of response and consistency with prior information furnished. Advise the Commander and District staff about new programs and policies proposed by congressional representatives, agencies, and public entities.

l. Coordinate with other operating divisions and separate offices.

m. Serve as a member of boards and committees as designated by the Commander.

n. Coordinate Planning Division support for mobilization, mobilization exercises, mobilization master planning and military construction activities.

o. Formulate, coordinate, and manage the District Long Range Strategy Program.

p. Coordinate and manage navigation project resource management and development programs, such as, master plans, land use allocation plans, and cultural resource management plans.

q. Formulate, manage, and monitor an effective, coordinated approach to organizational marketing of Corps products.

r. Develop, manage, coordinate, and support comprehensive Quality Control Plans and Quality Control Procedures to ensure the technical adequacy of Planning and other Corps products.

2. Waterway Systems Branch.

a. Act as Program Manager in the obligation and expenditure of funds for physical execution of the programs.

b. Exercise administrative and technical supervision over the branch; advise through the division chief, and the Commander on formulation of planning policies and procedures.

d. Perform technical management and coordination, and provide team leadership for the conduct of plan formulation for navigation related studies including reconnaissance, feasibility, general reevaluation phases, and other special studies.

c. Provide status reports and management guidance in the monitoring of milestone schedules, contract awards, and other significant items necessary for efficient and effective work completion.

e. Provide engineering coordination for assigned studies.

f. Direct preparation of scopes of work, decision papers, and other contracting documents required for obtaining advertised, sole source, Architect-Engineer (A-E), cost-share agreements and other contracts required for assigned studies.

g. Manage and coordinate technical aspects of A-E and other contract studies, maintain close liaison with all affected contractors, state and Federal agencies, and other affected parties during planning for assigned studies.

h. Assist PP-M with the preparation of the program budget and schedule, and administration of budgetary aspects of assigned studies.

i. Participate in public meetings, workshops, and other meetings to obtain information necessary to complete assigned studies.

j. Direct preparation of reconnaissance reports, general reevaluation reports, feasibility reports, and other reports for assigned studies.

k. Assist in the preparation of pertinent contracting documents for contracts related to Planning Division activities. Provide consultation to Planning Division elements on contracting matters, and monitor contracting activities.

l. Provide and coordinate all Geographic Information Systems (GIS) and digital image interpretation remote sensing activities for the District.

m. Participate in mobilization activities and exercises in accordance with District Mobilization Plan and related guidelines.

3. Flood Control and Special Studies Branch.

a. Act as Program Manager in the obligation and expenditure of funds for physical execution of the program.

b. Exercise administrative and technical supervision over the branch through the division chief on formulation of planning policy and procedures.

c. Administer, manage, coordinate, and complete the District's Continuing Authorities Program and Section 1135 Program. Responsible for data base update in March and September of each fiscal year in coordination with other District separate offices and divisions to establish and monitor study and project funding requirements and scheduling and completion of study and project work.

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d. Provide status reports and management guidance in the monitoring of milestone schedules, contract awards, and other significant items necessary for efficient and effective work completion.

e. Perform technical management and coordination, and provide team leadership for the conduct of plan formulation for flood control related studies including reconnaissance, feasibility, general re-evaluation phases, and other special studies as assigned.

f. Provide engineering coordination for assigned studies.

g. Direct preparation of scopes of work, decision papers, and other contracting documents required for obtaining advertised, sole source, A-E, cost-share agreements and other contracts required for assigned studies.

h. Manage and coordinate technical aspects of A-E and other contract studies, maintain close liaison with all affected contractors, state and Federal agencies, and other affected parties during planning for assigned studies.

i. Prepare or assist the DDE-PM with the preparation of the program budget and schedule, and administer budgetary aspects of assigned duties.

j. Participate in public meetings, workshops, and other meetings to obtain information necessary to complete assigned studies.

k. Direct preparation of reconnaissance reports, general reevaluation reports, feasibility reports, and other reports for specifically authorized studies and Continuing Authorities Program Studies. Direct preparation of feasibility cost-sharing agreements.

l. Administer, manage, coordinate, and complete the District's Flood Plain Management Services Program and Section 22 Planning Assistance to States Program. Provide technical advice and planning assistance. Provide floodplain issue input to Regulatory Functions Permit Program within Operations Division and to other District elements.

m. Prepare and coordinate format and grammatical editing, typing, reproduction, and distribution of all plan formulation, public involvement, and other reports and informational material developed within the Planning Division, or assigned by the Executive Office.

n. Responsible for coordinating typing of environmental documents, congressional inquiries, and all other letters and correspondence assigned to the Planning Division.

o. Participate in mobilization activities and exercises in accordance with District Mobilization Plan and related guidelines.

4. Economic and Social Analysis Branch.

- a. Conduct economic and social base studies for the District.
- b. Provide economic and social input to the plan formulation process and all other District design, construction, regulatory and operations activities; includes projection of needs, institutional analysis, assessment of impacts, and economic and social evaluation of alternative plans.
- c. Perform navigation analyses to include lock and river system models, capacity analysis, traffic projections, rate studies and related studies.
- d. Manages the Navigation System Support Center with responsibility for performing navigation systems analysis for the North Central Division. Operates and maintains system models, serves on Navigation Task Force, and performs other related duties.
- e. Perform financial feasibility studies and ability to pay analysis for all District projects. Works with local sponsors and project managers to develop cost-sharing arrangements and methods for financing projects.
- f. Participate in cost allocation studies for planning reports and cost-sharing arrangements with local interests.
- g. Study, evaluate, and develop new analytical techniques for evaluation of selected social and economic considerations in connection with District studies and projects.
- h. Responsible for economic and social analysis in support of requesting Major Army Commands and supported installations.
- i. Prepare the economic and social analysis portion of planning reports and other District reports requiring these analyses.
- j. Provide assistance to the Programs and Project Management Division and other District elements in updating economic data on annual budget justification sheets.
- k. Provide staff coordination with state agencies and local planning organizations to facilitate acceptance of selected social and economic considerations and the impact of District studies and projects.
- l. Conduct damage surveys and economic studies to evaluate potential or actual flood damages.

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m. Direct preparation of scopes of work, decision papers, and other contracting documents required for obtaining contract assistance for assigned economic, social, and financial analysis studies.

n. Develop and prepare District public involvement activities including meeting design; public notices; and material for workshops and meetings. Coordinate public involvement activities with the Public Affairs Office as appropriate.

o. Participate in public meetings, workshops and other meetings to describe economic and social analyses and to obtain information necessary to complete assigned studies.

p. Prepare oral and written presentations and audiovisual aids for public involvement activities and other special assignments performed by the Planning Division.

q. Organize and evaluate comments received from public meetings, workshops, mailings, or other activities. Design and analyze questionnaires to gather comments or evaluate programs.

r. Prepare and mail status reports on Planning Division public involvement activities to Governors, Senators, Congressional Representatives, and other selected Federal, state, local or private entities.

s. Responsible for initiating and maintaining all Planning Division distribution mailing lists.

t. Participate in mobilization activities and exercises in accordance with District Mobilization Plan and related guidelines.

5. Environmental Analysis Branch.

a. Conduct and prepare required environmental inventory assessments, prepare National Environmental Policy Act documentation and assure compliance with pertinent environmental laws for District water resource studies, civil

and military projects, operation and maintenance activities, real estate outgrant/management activities, and regulatory programs.

b. Coordinate and prepare cultural resource investigations and reports to meet National Historic Preservation Act requirements, and provide technical assistance for all water resource projects, district programs, and activities. Cultural resources include historical, architectural, and archaeological properties. Serve as District Indian Tribal Coordinator.

c. Provide staff coordination concerning environmental matters with other Federal agencies, state agencies, and non-Federal interests including environmental and cultural resources.

d. Conduct and coordinate interagency funds transfer for District studies with U.S. Fish and Wildlife Service.

e. Provide technical assistance concerning environmental and cultural matters to other District elements.

f. Direct preparation of scopes or work, decision papers, and other contracting documents required for obtaining advertised, sole source, A-E, and other such contracts for environmental, cultural, and recreation studies.

g. Manage and coordinate technical aspects of A-E and other (professional services) contract studies, maintaining close liaison with affected contractors, state and Federal agencies, and other affected parties related to environmental/recreation planning and assessment of activities managed by the branch.

h. Prepare the program budget and schedule and administer budgetary aspects of the branch. Assist the Planning Division Program Analyst and other District elements, as appropriate, in preparing and updating budget data justification sheets, and program schedules.

i. Provide coordination and analysis for air and noise quality data.

j. Provide primary coordination and assessment of matters pertaining to endangered species and habitat evaluation procedures for all District elements. Serves as District POC regarding the Endangered Species Act.

k. Responsible for environmental and cultural analysis in support of requesting MACOMs and supported installations.

l. Prepare recreation resource master plans, and land use allocation plans, and recreation assessments concerning use of project lands and waters.

m. Provide technical assistance and review including staff coordination for all District recreation activities involving Planning.

n. Participate in public meetings, workshops, and other meetings to obtain information necessary to complete assigned studies.

o. Conduct or coordinate research or investigations relative to revegetation of dredge disposal material, and erosion problems.

p. Conduct or coordinate research or investigations relative to vector control for District activities.

q. Point of contact for Planning Division reviews and processing of regulatory functions permits and real estate outgrant/management activities.

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r. Organize and conduct informational workshops, seminars, and presentations for agencies, educational institutions, and public regarding environmental and cultural resources and recreation planning.

s. Participate in mobilization activities and exercises in accordance with District Mobilization Plan and related guidelines.

t. Perform navigation analyses to include river system modeling and studies involving physical, environmental, recreation, and cultural resource impacts associated with commercial and recreation navigation.

u. Provide technical assistance to District elements and others necessary for fulfilling required coordination, analysis, and reporting of Hazardous and Toxic Waste (HTW) concerns associated with District actions.

APPENDIX S

INFORMATION MANAGEMENT OFFICE (CENCR-IM)

1. Office of the Chief.

a. Manage all Information Mission Area (IMA) activities, to include: communications (both voice and data), automation (including office automation), audio-visual information, libraries, records management, printing and publications, and its associated activities, services, and facilities.

b. Responsible for the District Management Information System (MIS) to ensure that areas of information processing and retrieval are being accomplished effectively and efficiently.

c. Manage the District Information Management (IM) program. Establish priorities and integrate District-wide activities for IM. Serve as the single point-of-contact (POC) and represent all IMA activities.

d. Plan, program, integrate, coordinate, and evaluate the District information requirements to develop and maintain the Information Architectures and Information Management Plan. Advise and assist District customers with the technical and managerial aspects of the requirements determination, documentation, and justification process.

e. Provide technical guidance in IM acquisition/procurement, standards/policies in the District. Act as Contracting Officer's technical representative when required.

f. Establish information goals and objectives, long- and short-range planning, and master plans.

g. Serve as the District IM career manager.

h. Recommend policy guidance, and provide systems support as directed by higher headquarters to include participation in Corps-wide planning activities.

i. Develop and submit the District IM Master Plan (IMMP) to higher headquarters and execute the assigned portion of the approved Corps IMMP. Provides IMMP guidance to all District office activities. Develop planning input to the District IMMP in support of CENCD, HQUSACE, and U.S. Army Information Systems Command (USAISC) for assigned systems.

j. Provide for the District Management Information Control Officer (MICO) function.

k. Manage all aspects of mobilization activities within the IMA.

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l. Conduct and maintain formal information studies and the mission information analysis necessary to determine information requirements and to develop the District information model.

m. Perform financial management of IMA activities to include responsibility for budgeting, programming, and execution within its purview.

n. Establish the information architecture in conformance with Assistant Chief of Staff for Information Management, USAISC, and HQUSACE guidance and the Army information architecture. Recommend architectural and standardization changes through CENCDD to the Directorate of Information Management (D/IM), HQUSACE. Uses Information Systems Plan/Information Systems Plan Implementation (ISP/ISPI) methodologies to develop IM architectures/projects.

o. Provide highly technical state-of-the-art expertise for self-supporting performance of IMA functions.

(Information management responsibilities for the Office of the Chief are further outlined in AR 25-1 and 25-5.)

2. Information Requirements and Planning Branch.

a. Office of the Chief.

(1) Administer, supervise, and coordinate all the activities of the branch.

(2) Establish District IMA goals, objectives, and priorities and monitor their progress.

(3) Serves as the District Data Administrator.

(4) Serves as the Information Systems Security Manager.

(5) Provide guidance on procedures and policies regarding records management to the District.

(6) Provide technical assistance to the District's organizations on the District Office Automation System.

(7) Validates requirements and justifications for IMA hardware and software.

b. Information Policy and Planning Section.

(1) Formulate guidance for District plans, policies, and procedures, within the framework of general policies by higher authority for information management activities.

(2) Ensure compatibility of information systems equipment and applications both within the District and with other HQUSACE IM systems.

(3) Prepare, monitor, and maintain the District's Information Modernization Plan and Requirement Statement Management system.

(4) Accomplish and maintain District long- and short-range planning for all IMA functions.

(5) Review the District IMA long- and short-range plans and approve plans.

(6) Prepare and submit operating budgets for IMA resources. Manages the expenditure of funds within approved IMA budgets and Information Modernization Plan.

(7) Provide information for the overall direction of District data administration activities.

(8) Perform special studies on economic and information analyses utilized to determine IM requirements.

(9) Plan overall security and access procedures for local computer mainframes and those used on a timesharing basis. Manage the Corps' UPASS system and insure password changes are made routinely. Coordinate with the District Security Officer (AR 380-19).

(10) Monitor all major IMA acquisition actions, services, and supplies.

(11) Manage equipment records, property inventory, loan papers, and maintenance of equipment.

(12) Prepare and exercise overall management of the current Fiscal Year (FY) and five-year Plant Replacement Improvement Program (PRIP) needs.

(13) Analyze and bill automated system proponents accordingly to insure that associated facility account falls within the nominal year end balance.

(14) Review, coordinate, and administer various IMA Contracting areas.

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(15) Serve as the point-of-contact (POC) for all IMA Productivity Improvement (Commercial Activities) studies.

(16) Plan and manage automation Continuity of Operations Plan (AR 25-1).

(17) Serve as the IM point-of-contact for the acquisition of Federal Information Processing (FIP) Resources including providing guidance on required documentation. Prepare the submitted requirements and justifications for IMA hardware and software for eventual submission to higher authority for approval.

(18) Serve as POC for all IMA Internal Controls.

c. Office Management Section.

(1) Direct and manage the records management program, including classification and preservation of records in accordance with current regulations.

(2) Provide advice, guidance, and assistance to District elements on correspondence and reporting regulations.

(3) Design and present courses on specific subject areas such as the Modern Army Records Keeping System correspondence for administrative support personnel throughout the District on changes made to pertinent regulations.

(4) Possess technical expertise in all word-processing software programs used by the District. Design and present technical training courses on the conversion of one word-processing program to another.

(5) Manage the local directives and publications management system.

(6) Maintain the publications depot with all up-to-date required higher echelon publications including AR's, ENG's, etc.

(7) Direct and manage the Forms Management Program including the control, design, and production of local forms.

(8) Direct and maintain the Forms Management Program including the control and distribution of higher echelon forms.

(9) Administer the District's Alternate Files Program.

(10) Assist in coordination with District Counsel on the Privacy Act and Freedom of Information Programs.

(11) Provide technical and administrative micrographic support for authorized Microform Document of Information System projects.

(12) Maintain log of all unclassified teletypes for the receipt and transmission of unclassified communications.

(13) Administer the contract with NISH which provides internal mail, message and correspondence distribution service to the CENCRR headquarters buildings.

(14) Plan, direct, and manage the District Office Automated System inasmuch as providing technical advice to users on new and innovative approaches to the automation of office services.

(15) Prepare and monitor all acquisition activities for the service and supplies for the section.

(16) Administer and maintain the District's Executive Management System. Maintain control of all user's ID's, passwords, and directories. Routinely monitor and evaluate the electronic mail system and the District's automated facsimile system. Provide routine maintenance on applicable software. Design and present courses to District personnel in the use of the District's electronic mail system and the District's automated facsimile capabilities.

(17) Manage the District's electronic forms program. Provide technical advice and service to the users of the electronic forms program. Design and present courses to District personnel in the use of electronic forms.

(18) Manage and provide technical assistance to users in the use of the District's Optical Character Recognition (OCR) system.

(19) Manage and control the District's office copier program.

(20) Manage and control the District's Official Mail Cost Control Program. Gather and evaluate statistical data for the quarterly submission to higher authority on the cost of official mail.

3. Information Integration and Implementation Branch.

a. Office of the Chief.

(1) Administer, supervise, and coordinate all activities of the branch.

(2) Implement information systems.

(3) Perform technical evaluation of information systems plan including all hardware and software requirements.

(4) Test and debug new computer programming systems.

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(5) Provide technical advice and assistance in developing program specifications and data requirements.

(6) Evaluate computer equipment justifications.

b. Applications Programming Section.

(1) Responsible for software integration of all the District information systems and applications (including off-the shelf software).

(2) Provide applications systems programming.

(3) Provide systems analysis, design, and development.

(4) Responsible for database design, development, maintenance, and the administration of all new database applications.

(5) Provide all other application software programming and system analyses.

(6) Coordinate with Engineering, at the Division and/or District level, in the development of scientific data processing procedures. During mobilization, the effort will be expanded with other Districts and Divisions.

(7) Assist in the programming and maintenance of Military Construction (MILCON) systems including: Military Corps of Engineers Management Information System, Funds Control, Personnel, Accounting, Real Estate and other supportive functions of the military construction. This includes MILCON automated contracts with Computer Aided Drafting and Design, Computer Aided Mapping.

(8) Develop and maintain the Operation and Maintenance of Navigation Installations (OMNI) automated system.

(9) Plan, design, and develop overall data processing systems and procedures within various management information systems resulting from business-type applications.

(10) Assist District in all types of programming languages.

(11) Maintain the centralized database to be interfaced with mainframe and microcomputer management information during mobilization.

(12) Debug and perform modifications/changes to all in-house written application programs including program generator packages, database languages, etc.

(13) Assist the District in all areas of CEAP/CDC, including conversion, programming, communications, hardware and software interfaces, data base usage, etc.

(14) Maintain working knowledge of all in-house peripheral hardware utilized in programming functions.

(15) Perform technical evaluation of information plans, including hardware and software requirements.

(16) Provide advice, guidance, and assistance to automation users.

(17) Support information support services.

(18) Research and develop new technologies including software packages, communication packages, and hardware integration.

(19) Review, analyze, and test commercial software packages to ensure their proper integration into the overall Corps and District standards.

(20) Research and development of software applications and interfaces required for efficient District use and access.

(21) Review and analysis of software upgrades, and recommendations as to their inclusion into the current District software library.

(22) Provide user assistance on micro application software packages.

(23) Provide complete support, including installation, maintenance, debugging, upgrading, operation, back-up, and user assistance of the District's CDC 4460 computer.

(24) Be the database administrator for the ORACLE database system on the District's CDC 4460 computer.

(25) Provide support as needed for Corps-wide applications such as REMIS, RAMS, CEFMS, etc.

4. Information Support Services Branch.

a. Office of the Chief.

(1) Administer, supervise, and coordinate all of the activities of the branch.

(2) Coordinate all mobilization data processing activity.

(3) Design computer communications required for MILCON operations.

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(4) Design all voice and data communication requirements to include telephone, teletype, facsimile, microwave, private lines, data networks, and Civil Works (CW) radio facilities. Including responsibility for voice and data communication during mobilization.

(5) Design and manage a data acquisition network.

(6) Serve as the Contracting Officer Representative in the management and execution of the District headquarters: Audio-Visual Support Services.

(7) Serves as the Information System Security Officer (AR 380-19).

(8) Design and manage the District's video network.

(9) Responsible for the design and monitoring of the District's Internet Web and its compatibility and functional use with the World Wide Web. Recommends directional and functional procedures to all District users. Maintains the capability of monitoring, firewall security, and directs other District offices in criteria's required to meet the standards.

b. Computer and Communications Operation Section.

(1) Perform software and data communications operations to include computer systems, tape library (including backup tape storage), scheduling, input/output control, executive software, and telecommunications.

(2) Operate the District OMNI automated system.

(3) Plan, program, and operate the District-wide telecommunication system requirements to include radio, telephone, teletype, facsimile, private lines, and data networks, microwave, and local area networks.

(4) Operate a 700-mile data acquisition network including computer terminals, modems, and multiplexors.

(5) Provide support services with training information in all data gathering techniques and equipment capabilities.

(6) Coordinate and execute all data communication during mobilization within the District, data processing activity, and other District offices.

(7) Manage the design, development, implementation, and augmentation of all types of communications systems.

(8) Home Page Server.

- (9) Monitor the District cellular telephone service.
- (10) Monitor the District downlink system.
- (11) Manage the District fiber optics for communications and video.
- (12) Manage the District audio-video system.
- (13) Monitor the District microwave system.
- (14) Monitor the District Local Area Network (LAN) and Wide Area Network (WAN).
- (15) Monitor the District LAN incoming and outgoing modem pools and access server.
- (16) Design and program the District electronic private branch exchange (EPBX).

c. Audio-Visual/Reproduction Section.

- (1) Provide graphic arts, illustration, and audio-visual services.
- (2) Provide photographic support and video production services for the District activities.
- (3) Provide approving authority for all photographic, graphic, audio visual, and printing equipment purchases in the District.
- (4) Provide printing, binding, photo-reproduction and composing services.
- (5) Provide reproduction of drawings and translate technical and/or subjects into illustrations.
- (6) Operate the District automated graphic art system.

d. Communications Installation and Maintenance Section.

- (1) Design, maintain, and install District communications and satellite data collection systems.
- (2) Design and maintain the District microwave communication system.
- (3) Design, maintain, and install mobile radios in floating plant and vehicles.

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(4) Prepare or review specifications for radio communication equipment.

(5) Provide and update licenses for all District communication frequencies.

(6) Provide to Chicago District and North Central Division: (i) installation and maintenance of communications equipment, (ii) updating of licenses and frequencies, and (iii) preparation and review of specifications for communications equipment purchases.

(7) Prepare radio wave path studies.

(8) Design and maintain District-wide microwave system that transfers voice and data from locks and dams, reservoirs, and field offices to District headquarters.

(9) Implement and maintain 25 VHF base stations.

(10) Implement and maintain 250 handi-talkie units on various frequencies.

(11) Design and maintain floating plant radar units.

(12) Design and maintain closed circuit television systems.

(13) Design and maintain electronic positioners and depth sounders.

(14) Design and maintain public address and intercom systems.

(15) Design and maintain three Single Side Band stations. Coordinate internal and local area amateur radio operations for national emergency and disaster operations.

(16) Operate the District radio network.

(17) Maintain a stock of the various tools, equipment, shop supplies, and repair parts required to keep the communications systems operational.

(18) Design, maintain, and install Audio-Video System.

(19) Design, maintain, and install Fiber Optics for communication and telemetry control.

(20) Design, maintain, and install Electronic Crane Overload Warning Systems.

5. Customer Assistance Center.

a. Serves as the District's Local and Wide Area Network Manager. Maintains and operates the District's Microcomputer local and wide area network, consisting of multiple file servers, communications servers and user

workstations to provide communications, general use software and office automation capabilities for Headquarters personnel and field offices.

b. Provides support in acquisition, operation and utilization of Automatic Data Processing Equipment (ADPE), data communications and office automation equipment including, but not limited to, microcomputers, modems, data communications interfaces, printers, and plotters. Serves as POC for the maintenance of ADPE, data communications, and office automation equipment, and for debugging existing systems.

c. Evaluates current microcomputer software available and makes recommendations regarding acquisition and standardization for District-wide use. Provides consulting

services for applications and systems being developed by the customer, using standardized microcomputer hardware and software.

d. Provides technical guidance to subject matter specialists, i.e., engineers, scientists, personnel specialists, accountants, etc., who are engaged in planning and proposing new applications. Works with management officials and technical specialists to establish microcomputer configurations to meet the needs of the user and establish the interrelation between new requirements and existence of previously designed systems.

e. Establish and maintain a microcomputer user's center for utilization in familiarization of computer hardware, self-learning programs, application development, etc. Develop the District's IM training program including, but not limited to, training on standardized microcomputer software, basic data systems, and newly developed applications programs. Designs course content and conducts in-house training in areas where resident expertise is available, such as microcomputer hardware, software, and applications developed in IM.

f. Establish and facilitate the Micro Computer Users Seminars, as well as develop a system of office/division representatives to serve as POC's for microcomputer-related problems within each office/division.

g. Maintain the District Technical Library providing the following services:

- (1) Selection and acquisition of needed mission essential materials;
- (2) Circulation of materials such as books, technical reports, periodicals, videos, photographs and other information formats to District personnel;
- (3) Catalog all ordered publications for retrieval purposes;

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(4) Provide reference services via On-line Computer Library Center, LS2000, and other sources in response to requests for technical and scientific information made by mail, telephone, or personal visit.

APPENDIX T

INTERNAL REVIEW OFFICE (CENCR-IR)

1. Internal Review.

a. Perform internal reviews and issues reports of known or suspected problem areas concerning financial effects; compliance with laws, regulations and policies, economy and efficiency of operations; and program results, to include related internal controls.

b. Perform follow-up reviews of internal and external audits within the required time frames to determine the extent and effectiveness of corrective actions.

c. Prepare and obtain Commander approval of the Annual Audit Program and quarterly updates.

d. Obtain necessary information to prepare required semi-annual performance reports and various unscheduled reports.

e. Review and validate in-house Value Engineering proposals exceeding \$1,000,000 which do not require contract modification.

f. Assure locally developed automated systems are adequately documented and contain sufficient internal controls, provide an audit trail, carry out management policies, conform to legal requirements, and operate efficiently and economically.

g. Provide audit assistance to investigative agencies on cases of fraud, waste and abuse.

2. Audit Compliance.

a. Provide liaison and coordination with representatives of the General Accounting Office; Inspector General; Department of Defense; the Army Audit Agency; and any other external audit group.

b. Advise Command concerning significant external audit issues in advance of the report being issued, and disseminate audit reports received.

c. Coordinate action on external audit reports, Department of Army Audit Trends, and Corps Deficiency Trends letters; review the information applicable to District functions.

3. Internal Control.

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a. Provide the Commander and District staff professional advice concerning internal control issues; evaluate the District's implementation of the Army's Internal Control Program; and perform compliance testing for locally performed vulnerability assessments.

b. Advise the Commander and District staff concerning probable or possible material weaknesses for inclusion in the Federal Managers Financial Integrity Act Annual Assurance Statement.